

UNIVERSITY of PENNSYLVANIA

Almanac

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Houston Hall was named for a very young man—Henry Howard Houston, Jr., Class of 1878. His trustee father and his mother, Sallie S. Houston, set a high value on the extracurricular in college life, and when their son died in the spring of 1879 (in Rome, from complications associated with typhoid fever), their gift to his memory was to help create the nation's first student union. The young Houston's portrait (detail above) now hangs in Bodek Lounge.

At right: a gargoyle from the north façade.

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Because of the Blizzard of '96, documents promised for publication in this issue, the Charter of the Student Disciplinary System and the Code of Academic Integrity have been delayed to a future issue.



In Celebration...page 3





Congressman Fattah

Expanding Celebrations of Dr. King

The life and work of Dr. Martin Luther King, Jr., will be celebrated at Penn not just for one day this year, but intensively for the period January 10 to 18—and beyond, into the spring. For the first time, in addition to the central memorial service, faculty, staff and students from several schools are sponsoring events with themes related to their academic missions. For example, U.S. Congressman Chaka Fattah (left) will be the keynote speaker at the Graduate School of Education's MLK Commemorative, "Every American Can Make a Difference," at 3 p.m. on Monday, January 15 in Room D-9-10. Congressman Fattah, whose district includes Penn, earned a master's degree here in government administration in 1986. On Thursday, January 18, C. Michael Gooden, president and chairman of Integrated Systems Analysts, will speak at the School of Engineering and Applied Science at 4 p.m.

January 15 Keynote: The University's special guest speaker for the campus-wide MLK Commemorative Evening Program on January 15 is Julius L. Chambers, chancellor of North Carolina Central University (see *Compass* feature on page 9). For more on the numerous other events at Penn commemorating Dr. Martin Luther King, Jr., see the January at Penn calendar available both in print (December 12 issue of *Almanac*) and electronically via Penn's homepage at <http://www.upenn.edu/almanac/v42/n15/jancal.html>. Also see <http://www.upenn.edu/vpge/mlk.html> for the schedule and for names of the MLK Planning Committee.

Release Time: All faculty and staff are encouraged to participate in the Martin Luther King Jr. Day commemorative programs, which will continue through April 23, 1996, according to the Office of the President. Release time has been authorized for staff to attend Martin Luther King Jr. Day commemorative programs, and supervisors are encouraged to be flexible in granting release time and making arrangements for coverage of responsibilities.

DEATHS

Memorial Services: Dr. Flower and Dr. Solomon

Services have been announced for two faculty members lost in the past year. The service for Dr. Elizabeth Flower of philosophy (*Almanac* July 18, 1995) will be Wednesday, January 24, at 5 p.m. in the Rosenwald Gallery of Van Pelt Library, with Chaim Potok as the featured speaker. The service for Dr. Richard Solomon of psychology (*Almanac* October 17, 1995) will be held Wednesday, February 1, at 4 p.m. in the Faculty Club.

Clare Wofford, Managing Director of the 250th

Clare Wofford, whose numerous public service contributions included the leadership of two highly successful projects at the University of Pennsylvania, died on January 4 after a long struggle with acute leukemia. She was 69.

Well known in academia and government—in her own right as well as in her role as the wife of former Bryn Mawr President and later U.S. Senator Harris Wofford—Clare Wofford was praised by Penn's Emeritus President Martin Meyerson especially for her work as director of the Wharton-SAS international business seminars that drew leading executives from around the world to Penn in 1978-80. Mrs. Wofford also chaired the Advisory Board to the Vice Provost for University Life here, 1982-84. But for most of today's faculty and staff she is recalled as the managing director of the Penn 250th Anniversary, a year-long celebration culminating in the 1990 Peak Week involving hundreds of speakers and events.

"I am deeply saddened by the loss of Clare Wofford," said President Judith Rodin. "For me personally and for the University, she was a tremendous friend and colleague."

Clare Lindgren Wofford was graduated *magna cum laude* in 1948 from the University of Minnesota in 1948. She went on to research fellowships in England, India and Israel, co-authoring with her husband the book *India Afire* (John Day, 1951). At various periods she served as a political analyst on the Middle East and South Asia for the U.S. Department of State and as director of the Washington Council of the African American Institute, as a trustee of Temple University, and as a member of the U.S. Corporation for UNICEF. Mrs. Wofford was director of the Katharine Gibbs School in Philadelphia, 1980-82; director of major gifts for Bryn Mawr's Centennial Campaign, 1982-85; and assistant to the president for development at The American College in Bryn Mawr, 1983-88.

She is survived by her husband; their daughter, Professor Suzanne Wofford of Wisconsin/Madison; two sons, Daniel and David of Philadelphia; and four grandchildren.



Mrs. Wofford

At presstime, *Almanac* learned of two deaths which will be reported more fully:

Dr. Israel Live, a distinguished microbiologist of the School of Veterinary Medicine who served on the faculty for some 40 years before becoming emeritus professor in 1981; his wife, Dr. Anna Harris Live, is the former director of English Study Programs here.

Fred Rocktashel, manager of accounts payable since 1986, who died December 31 at the age of 49.

Invitation to a Reception

President Judith Rodin and Provost Stanley Chodorow invite the University community to a reception in honor of Reverend Stanley E. Johnson, who retired in June 1995 after 35 years of



Rev. Mr. Johnson

service as University Chaplain (*Almanac* March 21, 1995 and July 18, 1995). The reception will be held Friday, January 19 from 4-5:30 p.m. in the Arthur Ross Gallery, 220 South 34th Street. For information, please call Marie Gallagher at 898-1856.

Search: Vice Provost for Research

Nominations and applications for the position of Vice Provost for Research are now being solicited. The search will be national in scope and seeks candidates having a strong record of research and scholarship. Internal candidates must hold a position of full professor in an academic department of the University. External candidates will be expected to demonstrate qualifications to merit such an appointment.

The Vice Provost for Research is responsible to the Provost for the development and implementation of policies and procedures that promote excellence in research across the University. In this capacity the Vice Provost explores potential new areas for research and oversees long-range planning efforts with respect to research and to research facilities and support at the University, provides leadership and coordination of multi-disciplinary research programs, and represents Penn to federal and other funding agencies.

The position is available in July, 1996. Nominations and applications should include all relevant information which will help the search committee in evaluating the application. The review of applications will begin February 1, 1996. Nominations should be sent to my attention to the Office of the Provost, 110 College Hall/6303. Any questions should be directed to Mrs. Linda Koons (898-8669; koons@pobox) in the Provost's Office, who is staffing the committee.

—Lee Peachey, Chair
Vice Provost for Research, Search Committee

Nominations: Women of Color

The National Institute of Women of Color has designated the first day of Women's History Month (March) as National Women of Color Day. For the ninth consecutive year, the University will seek to increase the community's awareness of the talents and achievements of women of color. As in past years, we will recognize people in our community whose special commitment and dedicated service to Penn, HUP and/or the Delaware Valley have made a difference in the lives of women of color. Our awards ceremony will be held Friday, March 1, 1996 from noon to 2 p.m. in the Penn Tower Hotel.

We need your assistance in identifying nominees for the 1996 awards. Honorees must be students, faculty or staff members at Penn or HUP. Please help us ensure that these talented and committed people receive the recognition that they deserve. Nominations will be accepted until February 2, 1996. For a nomination form describing the selection process, or for additional information, please contact me at 898-1446. Thank you for your assistance in this important effort.

—Sharon Smith, Chair, Awards Subcommittee

Houston Hall: The First 100 Years

Houston Hall reflects on its past with a Centennial Exhibit and celebrates both past and future with a series of events leading up to the big birthday bash on January 24. All events are open to the entire University community.

Thursday, January 18

Centennial Exhibit Opening Reception; pictures and artifacts of 100 years; refreshments, 4-7 p.m.; Bowl Room.

PARMESAN Night; Performances by Wood, Bliss on Bliss, and Cynthia Mason; 8-11:30 p.m.; Hall of Flags.

Friday, January 19

Brown Bag Lunch Lecture; Dr. David Brownlee, History of Art, on the architectural history of Houston Hall; beverages and dessert provided; noon-1:30 p.m., Bishop White Room.

Saturday, January 20

House Party; 16-table casino, DJ Roger Culture in Bodek Lounge; Spruce Street Revival and the Avalons in the Hall of Flags; co-sponsored with SPEC; 10 p.m.-2 a.m.

Sunday, January 21

PAC Performs; Full Measure, Penn Singers, Penn Pipers and SPARKS Dance Troupe; 8-11:30 p.m.; Auditorium.

Monday, January 22

Jazz Concert; Crosstown Traffic performs; co-sponsored with SPEC Jazz; 12:30-2 p.m.; Hall of Flags.

Centennial Tea; join students, faculty and staff in recreating one of Houston Hall's original traditions; refreshments provided; co-sponsored with SCUE; 4-6 p.m.; Bodek Lounge.

Tuesday, January 23

Brown Bag Lunch Lecture; Dr. George Thomas, Historical Preservation, evokes the Houston Hall of 1896; beverages and dessert provided; noon-1:30 p.m.; Bishop White Room.

Still Standing Comedy Series; with comedian Robbie Printz; laughs and refreshments guaranteed; 8-9 p.m.; Hall of Flags.

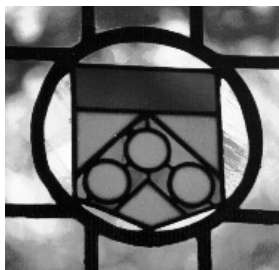
Wednesday, January 24

The Big Day—Happy Birthday, Houston Hall!; cake, ice cream, discounts, old-time photos, persona cards, and entertainment all day in the Lobby and Hall of Flags; 10 a.m.-6 p.m.

Centennial Flag and Plaque Dedication; cake cutting; performance by the Glee Club in the Hall of Flags; 12:30 p.m.; co-sponsored by Bagel Builders.

'Walk' on the Web

For a historic walking tour of Houston Hall, electronically guided on their Penn Web site, go to <http://dolphins.upenn.edu/~oslaf/censched.html> and follow the signs.



Collected Memories: Over the years, Houston Hall has become a repository of memorabilia such as the Grandfather clock in the main lobby outside the Bowl Room; the Class of 1901's spoon and the freshman/sophomore "fight bowls" nearby; and, in the main lobby en route to Bodek Lounge, the bell that once rang the change of classes from College Hall's clock tower.



Founder's Weekend: Celebrating the Useful and the Ornamental

Annually the General Alumni Society celebrates the birthday of Benjamin Franklin. This year it also salutes the 100th Anniversary in a two-day Founder's Weekend program taking its theme from Mr. Franklin's philosophy of education.

Friday, January 19: The Ornamental

The Centennial Gala: President Judith Rodin and Trustees Chairman Dr. P. Roy Vagelos, along with alumni leaders and Emcee Melissa Rivers Rosenberg (C'89), honor recipients of class and alumni awards at a cocktail reception, 6 p.m., and dinner, 7 p.m. in Houston Hall; admission is \$70 (\$55 for classes of 1986-95 and the Old Guard). At the gala, the Alumni Award of Merit will be presented to Sylvia Campbell (CW '66), Michel T. Huber (W '53, ASC '61), Leonard A. Lauder (W '54), Bernard Lemonick (W '51), Jerry A. Magnin (W '60) and Harold B. Montgomery, Jr. (W '39). The Class Award of Merit recipient goes to the Class of 1945 and the Class Newsletter Award to the Class of 1955.

Saturday, January 20: The Useful

Two morning sessions are *Invitation to the Internet*, by Bob Pallone of Development Information Services (10 a.m.) and *Gene Therapy: The Promise and the Peril*; presented jointly by Arthur Kaplan, director of the Center for Bioethics and James Wilson, director of the Institute for Human Gene Therapy (11:15 a.m.).

The day's luncheon speaker is Dean Kathleen Hall Jamieson of the Annenberg School (12:30 p.m.) in the Class of 1920 Commons; \$25 (\$20 for the classes of 1986-95 and the Old Guard).

The Founder's Weekend program was developed by the Organized Classes and Centennial Committee, led by Elsie Sterling Howard (CW '68), Lee Shlifer (CGS '74) and Hope R. Kessler (CW '67 and ASC '69).

For information on attending the events, and to make reservations for the gala or the luncheon, please contact the Alumni Relations Office, 898-7811.

SENATE From the Senate Office

The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion between the constituencies and their representatives. Please communicate your comments to Senate Chair William Kissick or Executive Assistant Carolyn Burdon, 15 College Hall/6303, 898-6943 or burdon@pobox.upenn.edu.

Actions Taken by the Senate Executive Committee Wednesday, December 13, 1995

1. Academic Planning and Budget Committee and Capital Council. Past Senate Chair David Hildebrand reported that the main effort of the Academic Planning and Budget Committee this Fall has been refining the proposed University Strategic Plan. He pointed out the plan focusses heavily on external ratings of program and faculty quality. Each program is to strive to be rated in the top ten of its kind in the country; those that already are there are charged to sustain or improve their ratings. This commits Penn to measurable goals. There is concern about who will do the rating and insuring that external reviews of programs and departments are meaningful.

The other focus of the committee's deliberations has been the current budgetary status of the schools. Most of the schools are close to balance, while some will have a deficit. Initial projections for the next budget year indicate non-trivial problems in coming to budgetary balance. The mandated slower growth of tuition plus concerns about State and Federal budget support indicate the potential for substantial problems.

Capital Council met and approved architect's and engineering fees for the Perelman Quadrangle and substantial projects for the Graduate School of Fine Arts and the Law School.

2. Senate Nominating Committee. Professor Robert F. Giegengack was selected to chair the Senate Nominating Committee. [Ed. Note: see right column.]

3. Committee Vacancies. SEC voted on nominees to fill vacancies on the Senate Committee on Conduct and on the University Council Committee on Committees.

4. Fall Report of the Senate Committee on the Economic Status of the Faculty. Committee Chair Robert Hornik presented the report. (To be published later in *Almanac*.) It considers the adequacy of the current salary structure and the history of salary raises relative to those of comparable institutions, and to the Philadelphia CPI, describes existing inequalities among faculty, describes salary policy at Penn, and makes a number of recommendations for Provost action. The committee will submit this report to the Provost, and prepare an additional report during the Spring semester addressing the issue of inequalities of salary. A number of SEC members endorsed the report, while others either raised additional concerns, suggested directions for work in the next semester, or raised specific objections to recommendations.

5. University Strategic Plan. SEC reviewed the plan with the President, Provost, and Deputy Provost. The President outlined the basic themes of the document which had previously been distributed to SEC. She noted that it does not yet point to specific areas for emphasis or de-emphasis, although that will be in the final plan, as the school-specific plans are integrated. The final plan is unlikely to be presented to the trustees for formal endorsement until their Fall meeting in 1996. She noted that despite the emphasis in the strategic plan on external ratings, she well understood the triviality of many such rankings, and that the most important issue was how we judged ourselves. A subcommittee was working on developing procedures for this rating process.

Under the Faculty Senate Rules formal notification to members may be accomplished by publication in *Almanac*. The following is published under that rule:

To: Members of the Standing Faculty

From: William L. Kissick, Chair

Re: Nominations for Offices Requested

In accordance with the Rules of the Faculty Senate you are invited to suggest candidates for the posts and terms stated below, with supporting letters if desired. Candidates' names should be submitted promptly to the Chair of the Faculty Senate, 15 College Hall/6303, or to the Chair of the Senate Nominating Committee by mail to 369 Hayden Hall/6316 or by e-mail to rgiegeng@sas.upenn.edu.

The following posts are to be filled for 1996-97:

Chair-elect of the Senate (1-yr term) (*Incumbent*: Peter J. Kuriloff)
Secretary-elect of the Senate (1-yr term)

(*Incumbent*: David B. Hackney)

Four At-large Members of the Senate Executive Committee (3-yr term) (*Incumbents*: Louis A. Girifalco, Mitchell Marcus, Martin Pring, Vivian Seltzer)

One Assistant Professor Member of the Senate Executive Committee (2-yr term)

(*Incumbent*: Kathleen McCauley)

Three Members of the Senate Committee on Academic Freedom and Responsibility (3-yr term)

(*Incumbents*: Frank I. Goodman,

Robert F. Lucid, Iraj Zandi)

Three Members of the Senate Committee on Conduct (2-yr term)

(*Incumbents*: John A. Lepore,

Sally H. Zigmond, one to be named)

Two Members of the Senate Committee on the Economic Status of the Faculty (3-yr term)

(*Incumbents*: Charles E. Dwyer,

Jerry S. Rosenbloom)

Senate Nominating Committee Elected

The Senate Executive Committee's slate of nominees for the Senate Nominating Committee was circulated to the Senate Membership on November 14, 1995. No additional nominations by petition have been received within the prescribed time. Therefore, according to the Senate Rules, the Executive Committee's slate is declared elected. Those elected are:

F. Gerard Adams (prof economics)

Rebecca Bushnell (prof English)

Robert F. Giegengack (prof geology), *Chair*

Louis A. Girifalco (prof mat sci & engr)

Nancy Hornberger (assoc prof educ)

Abba Krieger (prof statistics)

Phoebe S. Leboy (prof biochem/dental)

Margaret M. Mahon (asst prof nursing)

Yvonne Paterson (prof microbiol/med)

The following statement was issued Tuesday afternoon, December 12, 1995, by the Department of Public Affairs of the University of Pennsylvania Health System. It was posted December 13 to *Almanac's* Web Page along with the statement to which it responded (a news release by the U.S. Department of Justice, U.S. Attorney, Eastern District of Pennsylvania, also issued on December 12).

Dean Kelley's Statement on the \$30 Million Settlement in Medicare Costs

The Clinical Practices of the University of Pennsylvania, the physician faculty practice component of the University of Pennsylvania Health System, has agreed to pay the federal government \$10 million to resolve alleged errors in bills submitted to the government, plus a treble damage penalty of \$20 million. This \$30 million settlement resolves complex billing issues raised in an audit of Medicare Part B professional fee payments.

The government audit reviewed a random sample of 100 medical records from 1993, and extrapolated the findings over a six-year time period from 1989 through 1994. The \$10 million payment represents an average of about \$1.7 million per year.

Known as CPUP, the Clinical Practices is made up of 19 different medical practices totaling some 600 physicians. CPUP's finances and operations are distinct and separate from the Hospital of the University of Pennsylvania and other units of the Health System and University.

"We deeply regret any billing errors that may have occurred," said William N. Kelley, M.D., CEO of the University of Pennsylvania Medical Center and Health System and Dean of the School of Medicine. "Even

before the audit began, we had started an intensive program to enhance the reliability of CPUP's billing systems to ensure compliance with billing requirements. Among other important steps, we are instituting one centralized billing system for all 19 CPUP practices, instead of 19 separate ones, as formerly existed."

"We are committed to expanding our compliance program and to taking corrective action. Our goal is to make our billing systems function without error," said Dr. Kelley. As the agreement indicates, CPUP denies any wrongdoing. However, the settlement agreement allows CPUP to avoid long and costly litigation and to focus on its primary mission of education, research and patient care.

Working cooperatively with the government, CPUP will continue to expand existing billing compliance measures including training for physicians and staff responsible for processing Part B Medicare claims, and strengthen its monitoring systems to identify billing issues that may arise.

"We provide the highest quality patient care, and that was never questioned," said Dr. Kelley. "Our billing procedures must also be the best, and we will see to it that they are."

A Progress Report on the 21st Century Project



From the vision sketched by President Judith Rodin at her October 1994 inauguration, the 21st Century Undergraduate Project is moving ahead. In her inaugural address, Dr. Rodin described a modern model for undergraduate education—one that would prepare students for the challenges of the next century. She pledged to implement this model at Penn.

Now in its second phase, the project has become the responsibility of the Council of Undergraduate Deans, a standing group under the provost's chairmanship. In the first phase, the Provost's Council on Undergraduate Education (PCUE) discussed issues with students and faculty members, and then made recommendations.

"PCUE's recommendations helped determine the shape and scope of our ambitious and tremendously exciting 21st Century Undergraduate

Project," Provost Stanley Chodorow said recently. The PCUE recommendations, he added, include:

- expansion of research opportunities for undergraduates,
- expansion of service-learning opportunities,
- internationalization of the curriculum and undergraduate life,
- improvement of advising through an increase in faculty-student interaction and the use of electronic technology,
- development of interschool curricular programs,
- and the possible creation of a collegiate organization to integrate the academic and social life of students.

The Council of Undergraduate Deans expects all of its committees to issue their final reports by Feb. 1. This early reporting date will permit the University "to start putting parts of the 21st Century Undergraduate Project into operation in fall of 1996, an ambitious yet realistic goal," Dr.

Chodorow said.

This past summer, the Council of Undergraduate Deans ranked PCUE's recommendations and formed task forces to implement them.

One task force is looking at ways to involve freshmen in research. Chaired by Chemistry Professor Ponzy Lu, the committee quickly discovered that, when it comes to research, availability isn't the issue. Awareness and preparation are. "We

collected all the paper that freshmen get, from the acceptance letter onward, and it weighs about five pounds," Dr. Lu said. "If you look through that, research opportunities are adequately described, but they are sort of lost in the sea of paper."

Dr. Lu believes that freshmen should recognize that there is more to Penn than class-

es and exams. His committee wants to deliver the message that, through research, all Penn students can get involved in creating new knowledge. "We would like to... control the paper flow, so possibly the first thing that is mailed by Penn is something that describes what a research university is all about," Dr. Lu said.

A mailing is just the first step. The emphasis on research must continue once freshmen reach campus. "We looked at the orientation week and again discovered that the mission of the University seems buried," Dr. Lu said. "So we're going to develop some suggestions to rise above that."

Telling undergraduates about research isn't enough. Students must be shown the benefits of doing research. "We've written to all of the undergraduate chairs and asked for specific examples of what their various departments consider outstanding undergraduate research projects," Dr. Lu said. "If we had some specific examples in every department, it would give the stu-

dents something concrete to shoot for."

Many people think research implies scientists working in a lab. Not so, says Dr. Lu. In its final report, his committee will stress that research encompasses all disciplines.

"Research is a funny word. A lot of people in the humanities feel that it really doesn't quite describe their academic endeavor," Dr. Lu noted. "The word research, itself, is a little restrictive. Part of our job is to find a set of words we can use to describe this academic endeavor."

Like research, service-oriented learning—courses that tackle real-world problems and offer possible solutions—was a hot topic with the PCUE. The Council of Undergraduate Deans asked Bioengineering Professor Daniel Bogen to head a committee that would help faculty develop such courses.

Service learning is familiar territory for Dr. Bogen, who runs PennTOYS, a program in which engineering seniors design and manufacture toys for disabled children.

Dr. Bogen's committee is working to establish standards for service-learning programs. The committee members also must decide how these programs should be organized within the university. "The major issue is to couple the academic content with practice and service, so it makes sense from an academic point of view and from a practitioner point of view," Dr. Bogen explained.

In its report, PCUE admitted that "students were disappointed with advising at virtually all levels of the institution." So the council has turned to the undergraduate schools for advice on advising.

Dr. Lawrence Friedman, associate director of the College of Arts and Sciences, and representatives from other undergraduate schools have spent years improving the quality of academic advising. Their efforts are essential to the project.

"The fact that the provost and the president have made undergraduate education very high on their priority list has certainly given us some stimulation to work harder, faster," Dr. Friedman said.

To draw attention to advising, Dr. Friedman's group has planned a series of articles, called "In Celebration of Advising,"

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Photograph by Addison Geary

Provost Stanley Chodorow

(continued from page 5)

which will appear in Almanac. The first article, from the Nursing School, was published in the Nov. 21/28 issue.

"It gives some of the philosophy and background of the undergraduate advising program in nursing," Dr. Friedman explained. "It tells of one student's involvement with the advising process, then generalizes. Our hope is that we will have similar articles coming in from the other undergraduate schools."

The group also hopes to use electronic technology to supplement the advising process. An on-line tool is already in the designing phase. Once finished, this tool will help students select courses. For example, by doing an on-line search, students can customize their curricula.

"If a student is interested in environmental issues, courses across the university ...with environmental topics could be sought," Dr. Friedman said. "We could do this much better electronically than we could with human beings, because human beings have limitations to the number of courses they are familiar with."

Dr. Friedman also leads a group that deals with curriculum and prepared a proposal for the National Science Foundation entitled "Computations Across the Curriculum" that would bring symbolic reasoning into many courses at Penn.

"We have been doing a lot of reform in our undergraduate math courses," Dr. Friedman said. "We now believe that students are much more adept at mathematics, especially symbolic mathematics. We would like to encourage faculty in non-mathematics courses to use these techniques in their classes."

If successful, Computations Across the Curriculum would have a profound effect on undergraduate education. And the Council of Undergraduate Deans is already considering a similar program in which foreign languages would be taught with other subjects. The Foreign Languages Across the Curriculum (FLAC) committee will be led by Roger Allen, professor of Arabic in the Department of Asian and Eastern Studies.

Of all the ideas PCUE presented, perhaps the most complex is the concept of a collegiate community. The idea of the colleges is to provide students—both those who live on and off campus—with human-scale communities that integrate educational and social experiences, and that are sites

for the provision of some student services.

Because of the intricacies involved in creating collegiate communities, the Council of Undergraduate Deans decided to create four test models, which are scheduled to begin in the fall of 1996. The Collegiate Planning Board, chaired by Robert Lucid, professor of English, is coordinating their development.

"The four models are conceived of as four elements that might appear at any given college," Dr. Lucid said. They are writing, research, technology and community service. The models test elements of a future, expanded collegiate system.

"What we are really pointing toward is the development of a college system within the University," Dr. Lucid added. "These would include other elements besides these, of course; but we would regard these [four components] as fundamental to it."

The Writer's House, or "hub," is going to serve a fairly complex purpose, according to Dr. Lucid. This collegiate house focuses on "the creative expression in the community in the form of writing," he said.

The research house is called the Center for Advanced Undergraduate Study and Exploration (CAUSE). Research performed there—whether done individually

"...an ambitious yet realistic goal."
— Dr. Chodorow

or collectively—would not be subject specific. Students will be working in many academic disciplines. The idea is to see how students working on research projects can form a community and what sorts of activities such a community would support.

Dr. Lucid describes Civic College House, another pilot model, as a theme house: "The theme that holds it together is community outreach and community service. The students there won't major in community outreach, but there will be a curricular dimension. They will get some college credit while they are there."

The fourth pilot is being developed around an already existing program, the Science and Technology Wing of the King's Court/English House. What makes the wing unique is that it has two communities—a residential one and a virtual one. Non-residential students' membership is

maintained through an electronic communications network, Dr. Lucid explained.

Critics of the collegiate communities argue that the houses would only benefit residential students. With communications systems similar to the one found at the Science and Technology Wing, however, collegiate houses would provide services and an opportunity to be part of the community to all undergraduates.

"That communication system has brought about an ongoing, tightly unified community of people who live on campus and off campus," Dr. Lucid said.

"Given the sociology of Penn, if you are going to have colleges that comprehend the whole undergraduate population, you've got to have a communication system like that—not necessarily on the subject of science and technology, but on the subject of anything."

To unify the Penn community further, the Council of Undergraduate Deans has taken steps to internationalize the undergraduate curriculum and student life. This spring, a new committee will explore ways to make Penn more global.

The provost chairs the Council of Undergraduate Deans as well as a curricular committee representing the educational policy committees of the four undergraduate schools. The committee also has a representative of SCUE on it.

"We are exploring the development of joint programs like the existing M&T and the Program in International Studies and Business. We are also looking at new inter-school minors as well as minors that would include courses offered by professional schools," Dr. Chodorow said. "The committee will also look at the obstacles that students face when they try to take courses outside of their home schools. We want to reduce or eliminate such obstacles, while recognizing that school faculties must still be the principal determiners of the curriculum for their students."

"The undergraduate experience at Penn will be dramatically altered as a result of the ambitious goals set out by President Rodin last year," the provost continued. "But one thing will remain constant: our pledge of continued and improved excellence at all levels of a student's academic experience."



Innovation CORNER

Another in a series about administrative restructuring initiatives and related news and features

NACUBO

A measure of success in most enterprises is acknowledgment from peer organizations. Awards and honors are sought as a way to motivate and reward innovation. For the business enterprise of colleges and universities, one much-sought-after prize comes through the annual achievement awards from the National Association of College and University Business Officers (NACUBO), which recognize college and university achievements in improving the quality and reducing the cost of higher-education programs and services.

"These are very coveted awards," said Jill Maser, director of operational analysis in the executive vice president's office. "Not only do they bring substantial cash prizes, but just as important, they acknowledge through a national competition, the innovation at the core of many of our business practices."

Penn has vied for these awards for many years and has had some success in the past. However, Ms. Maser explained, the award structure changed in recent years, making it

much more focused and competitive. For that reason, she said, the University decided to be more innovative in seeking innovation.

"Previously, we solicited ideas for submission in conventional ways, primarily by placing ads in campus publications," she said. "But the same few people responded year after year. Although the Penny Saved program has been one source of good ideas, we decided to put a team together to delve deeper into the organization to find the creativity that we know is there."

The team came together in September. Members include Ms. Maser, who serves as chair; Bonnie Gibson from ISC; Banoo Karanjia, business services; Maureen Rush, victim support and special services; Eileen Shanahan, internal audit; Mary Simkins, human resources; Lou Visco, physical plant; and D-L Wormley, treasurer's office.

They decided to focus their efforts on submissions for NACUBO's Resources Enhancement Award that recognizes university initiatives that reduce costs, increase revenues or improve productivity. It rewards originality, portability, documentation of resource enhancements, results and quality of application. Programs must have been in place for at least 12 months.

Team members divided up the campus, and, armed with NACUBO award criteria, called and met people regularly and shared results once a month. "People came back with terrific ideas," Ms. Maser said. "We

knew all along that we would find some real gems this way."

Ms. Simkins, a senior benefits specialist who solicited ideas from the Division of Human Resources and the Department of Athletics, said, "It was a very successful effort, and I was happy to be part of it. It's a very good thing for a University to do. Obviously, it would be nice to win an award, but it can also have a positive impact within the University. I was able to learn what other people are doing throughout the University and bring back ideas that my own department could benefit from."

The deadline for submissions to NACUBO is Feb. 1. The team has whittled down ideas to a short list, and will soon decide on three submissions. "We wanted the program to encourage people to come forward with ideas," Ms. Maser said, "but not burden them with paperwork." She added that the team didn't want to tip its hand yet with specific proposals, but said the initiatives the team was considering ranged from large, cross-functional efforts to specific initiatives from one department. The awards carry cash prizes ranging from \$1,000 to \$10,000. They will be announced in June.

"There's a lot of competition and a lot of good ideas," Ms. Maser said. "Of course, we believe ours are among the best, but even if we don't win, we feel we've gained a lot from the effort. It has brought together a lot of people from different parts of the University for a common goal."

—Phyllis Holtzman

Early-Decision Applicants Among the Most Selective Ever

By Sandy Smith

The early returns are in, and they show that Penn's Class of 2000 is on track to be the most selective ever. According to Dean of Admissions Willis J. Stetson, a record-high 2,046 students applied for admission for the fall of 1996 under Penn's early-decision plan. Of those, 716 students, or about 35 percent of the applicant pool, were offered admission.

Both numbers continue a four-year trend of rising applications and increasing selectivity. The overall number of early-decision applicants rose by over 25 percent from last year; the acceptance ratio dropped about 6 percent. More significantly, the actual number admitted under the early-decision plan fell 15 percent after four consecutive years of increases.

"We were more selective in early decision this year because our indicators point

to higher selectivity in our regular admissions pool as well," Dean Stetson said. The number of applications for regular admissions is projected to top last year's record of 15,100. Dean Stetson estimated that about 30 percent of the Class of 2000 is being admitted through early decision, a figure in line with past years.

The trends at Penn are also reflective of increasing competition among students for slots at top schools, and of schools' efforts to attract top students.

Of Penn's early-decision pool, Dean Stetson said, "We saw a significant increase which reflects a broad-based increase across the country of students applying [to schools] because they think it will increase their chances of getting in by applying early." The continuing rise at Penn, he said, also "shows the continuing rise of Penn as a school of first choice over

the past six or seven years."

Some other elite universities have also joined the early-decision bandwagon this year as a way to secure outstanding students. In the Ivy League, both Princeton and Yale Universities switched from an early-action program, in which students who apply early need not accept the offer of early admission, to an early-decision program, in which students commit to attending if offered admission, this year. Stanford University also implemented an early-admissions program this year for the first time in its history; it too went with the early-decision model.

Yale Dean of Admissions Richard Shaw explained that with early decision, "You don't throw away extra admissions" on applicants who might not attend. Thus, he said, "in the spring, you will be able to

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The New Fleet Hits the Streets

By Jerry Janda

The Department of Transportation and Parking recently discovered that two buses are cheaper than one. And can raise more money through charters.

Last fall, the department was looking to replace its 14-year-old PENNBuses. Initially, the department planned on purchasing one new vehicle; but after finding that it could get a better deal on two, it doubled the order.

"We actually got a pretty deep dis-

count," said Ron Ward, manager, transportation services. "We believe we saved \$3,000 to \$4,000 by buying them both together."



Photograph by Jenny Friesenhahn

Penn's buses offer a comfortable ride.

count," said Ron Ward, manager, transportation services. "We believe we saved \$3,000 to \$4,000 by buying them both together."

Mr. Ward expects even more savings in the long run. That's because the new PENNBuses, unlike their gas-powered predecessors, use diesel. "We should get a longer life-span out of them," he said, "and they should be cheaper and cleaner."

Not that the former PENNBuses are exactly obsolete. One of the buses was given to Penn's crew team. The other bus

is being sold, along with the previous crew bus. Once the new vehicles hit the streets in late November, it didn't take long for PENNBus riders to react. "I've already had compliments from people about the quality of the buses," Mr. Ward offered. "They're a bonus for the University. They're better-riding, and they are more comfortable for the people who use them on a regular basis."

Much more comfortable. The new buses feature extended leg room, and they can sit 36 people, with standing room for another 15. "The last buses also had 36

seats, but they didn't have extended seating, so they were cramped," Mr. Ward said. "The new buses have...knee room. They aren't like school buses, where your legs are pressed up against the backseat."

Not only are the new buses more spacious than their forerunners, they are more colorful, as well. Both buses boast flashy stripes and the Penn logo. "There was no uniform fleet design until we did this," said Mr. Ward, who is responsible for the new look.

Early-Decision Applicants

(continued from page 8)

actually admit others, instead of accepting students who collect admissions notices." Yale admitted 415 of its 1,095 early-decision applicants this year, a ratio slightly higher than Penn's. Stanford, which adopted a two-stage early-decision application process, accepted 301, or about 29 percent, of the 1,051 students who applied in the first round of early-decision admissions.

While all regions of the United States were represented in this year's early-decision pool, over half of the applicants came from New York, New Jersey and Pennsylvania. "This shows that there is continuing interest in Penn on the Eastern Seaboard

and that we continue to be strong in our core region," Dean Stetson said. In addition, 129 students applied from abroad, an increase of over 21 percent from last year.

This year's early-decision students are academically distinguished as well: On average, they rank in the top 3 percent of their class and had a combined score of 1,354 on the SAT. Both of these figures represent slight increases from last year.

Of the early-decision students, 159 of those admitted, or about 22 percent, belong to minority groups, a ratio unchanged from last year. The percentage of women admitted under early decision rose slightly; the 374 early-decision women this year account for just over 52 percent of the class.

Anyone with a valid PENNcard can ride the PENN-Bus. It runs Monday through Friday, from 4:50 p.m. to 12:00 a.m. The bus goes as far east as 20th Street, as far west as 48th Street.

"The first three runs go west, because most employees live in West Philadelphia," Mr. Ward explained. "At 6:30, it goes east, then it starts alternating every half hour from that point on."

Heading east, the bus picks up passengers at 37th and Spruce, Houston Hall and DRL. The westbound bus also stops at these locations, then swings around to 3401 Walnut, 37th and Walnut, Gimbel Gym, and 39th and Spruce.

Only one bus runs the route. The other bus acts a backup. Every other week, the buses switch.

If the main bus breaks down or needs repairs, the alternate bus is called into service. The alternate bus is also used for chartering.

"We have a charter service with the University, which I think a lot of people and departments don't know about," Mr. Ward said. "There isn't a great need for people to charter outside when they're looking for transportation—unless it's long distances."

The old buses would travel anywhere in the Delaware Valley. The new diesel buses, however, may go even further—perhaps as far as the New Jersey shore or Baltimore.

By taking advantage of the charter service, Penn departments could save money, as could the University, according to Mr. Ward. "It's a shame that a lot of departments will charter outside before they even come to us, because of either past practices or they don't realize we have a charter service," he said. "We can generally accommodate most departments at a better rate."

Last year, the charter business generated \$50,000. This year, the transportation department hopes to increase that amount. By stepping up revenue, the buses could practically pay for themselves—and then some. "That's part of our attempt to make this department as self-sufficient as possible," Mr. Ward said.

Anyone interested in chartering a bus should contact either Ron Ward at 898-2484 or the Transportation and Parking Department at 898-8667.



Civil-Rights Lawyer to Speak at MLK Celebration

By Martha Jablow

Julius L. Chambers has argued before the Supreme Court numerous times, but his appearance last month left Justice Antonin Scalia speechless. A rare response from Mr. Justice Scalia.

Arguing on behalf of the North Carolina redistricting plan that produced Congressional districts in which black voters are no longer a minority, Mr. Chambers was asked his objective by Justice Scalia. The goal, Mr. Chambers answered, was to give black voters a "real voice" in politics in response to the state's history of discrimination.

"I don't know what that means," Justice Scalia remarked.

"It means, Your Honor, what it would mean to you, if you didn't have a voice. We want the same thing you want," Mr. Chambers replied instantly and evenly.

In relating the exchange, his long-time law partner, Adam Stein, observed, "It was the most exciting moment I've ever seen in the Supreme Court. Everybody in the courtroom appreciated the boldness of Julius' response.

"Nobody else would have dared that answer. If anybody else had said that, it would have seemed wrong. But by the force of his stature, his personality and his character, he could. And it was exactly the right kind of thing to say at that moment because it embodied the claim for his cause."

Justice Scalia responded with silence, but didn't appear to take the answer as an affront, Mr. Stein reported. On the other hand, he doubts that Justice Scalia was won over to the civil-rights lawyers' side.

The "force of his stature" to which Mr. Stein referred has grown steadily over the past three decades as Mr. Chambers became one of the country's leading civil-rights attorneys. At age 59, Mr. Chambers is the same generation as Martin Luther King Jr. And like Dr. King, who would have turned 67 on Monday, Mr. Chambers' life and career were fired in the kiln of the civil-rights movement of the 1960s.

Mr. Chambers' car was dynamited while he spoke in a church, his home was hit by a predawn explosion, and his law office was

firebombed. These events between 1965 and 1971 were part and parcel of being a civil-rights lawyer in the South.

After the car-bomb incident, he looked over his charred car, returned to the church and

finished his speech. Friends and associates say unflappability and cool stoicism have long been his trademarks. But he is best known for significant legal victories in desegregating schools and voiding discriminatory employment practices.

Formerly a Penn trustee, overseer, adjunct law professor and honorary fellow of the Law School (1971), Mr. Chambers grew up in rural North Carolina where he attended an all-black elementary

school with outdoor privies and without a library. To attend an all-black high school, he was bused 12 miles past a better-equipped white high school that was only a mile from his home.

But that didn't keep the service-station operator's son from higher education. It was, in fact, a truck repair that steered him toward a career in the law.

When Mr. Chambers was a teenager, his father repaired the truck of a powerful white member of the community. The man refused to pay for the job, but there was little point in taking him to court because lawyers in Mount Gilead, N.C., at that time, didn't care to repre-

sent a black auto mechanic. The senior Mr. Chambers brought the truck home, but the white man arrived and drove the truck away. Struck by the injustice of the situation, young Julius Chambers decided to study law.

He graduated summa cum laude from

predominantly black North Carolina Central (where he is now chancellor). He earned an M.A. degree in history from the University of Michigan, a J.D. degree with high honors from the University of North Carolina at Chapel Hill, where he edited the law review, and an LL.M. degree from Columbia University School of Law.

In the mid-1960s he began working for the NAACP Legal Defense and Educational Fund Inc. in Charlotte, N.C., where his best-known case became *Swann v. Charlotte-Mecklenburg Board of Education*.

That case produced the landmark decision in which the Supreme Court upheld busing of school children as a remedy for segregation. Lesser-known cases took him all over the state. "He probably had 50 desegregation cases going at once in North Carolina," recalls Mr. Stein, who began working for Mr. Chambers as a summer law intern and later attended Dr. King's funeral with him.

But school desegregation wasn't Mr. Chambers' only concern. Employment discrimination cases also began to grow out of mid-1960s civil-rights legislation. "The EEOC [Equal Employment Opportunity Commission] hadn't even developed a charge form then, so Julius did. He didn't just wait for cases to come through the door; he was very pro-active in pushing communities to become aware of new civil-rights law," Mr. Stein

recalls. "We identified [discrimination] in the tobacco factories, the trucking industries and the textile industries where blacks were relegated to the nastier jobs."

In 1984, Mr. Chambers became the national director-counsel of the Legal Defense Fund, based in New York, until

he returned to his home state as chancellor of North Carolina Central University in 1993. While the majority of his time now involves higher education, he occasionally steps before the bench on major civil-rights cases, as he did last month.



Julius L. Chambers

Julius L. Chambers, chancellor of North Carolina Central University, will be the special guest speaker for the Martin Luther King Jr. campus-wide celebration at Penn. He will lead the MLK Commemorative Evening Program on Monday, Jan. 15, at 7:30 p.m. in the Annenberg School Auditorium. The program is free and open to the public. For other MLK Commemorative Celebration events, see the "January at Penn" calendar in the Dec. 12 issue of Almanac, or access it electronically at <http://www.upenn.edu/almanac>. Information about MLK commemoration films, lectures, speakers and performances is also available from Isabel Sampson-Mapp, executive chair of the MLK program, at 898-0104.

OPPORTUNITIES at PENN

Listed below are the job opportunities at the University of Pennsylvania. To apply please visit:

University of Pennsylvania Job Application Center
Funderburg Information Center, 3401 Walnut Street, Ground Floor
Phone: 215-898-7285

Application Hours: Monday through Friday, 9 a.m.-1 p.m.

Positions are posted on a daily basis, Monday through Friday, at the following locations:

Application Center—Funderburg Center, 3401 Walnut Street (Ground level) 9 a.m.-1 p.m.

Blockley Hall—418 Guardian Drive (1st Floor and 2nd Floor)

Dental School—40th & Spruce St. (Basement-across from B-30)

Houston Hall—34th & Spruce St. (Basement-near the elevators)

Wharton—Steinberg Hall-Dietrich Hall (next to Room 303)

Job Opportunities and daily postings can also be accessed through the Human Resources Home Page (<http://www.upenn.edu/hr/>). A position must be posted for seven (7) calendar days before an offer can be made. The Job Opportunities Hotline is a 24-hour interactive telephone system. By dialing 898-J-O-B-S and following the instructions, you can hear descriptions for positions posted during the last three weeks. You must, however, have a push-button phone to use this line.

The University of Pennsylvania is an equal opportunity employer and does not discriminate on the basis of race, color, sex, sexual or affectional preference, age, religion, national or ethnic origin, disability or veteran status.

WHERE THE QUALIFICATIONS FOR A POSITION ARE DESCRIBED IN TERMS OF FORMAL EDUCATION OR TRAINING, PRIOR EXPERIENCE IN THE SAME FIELD MAY BE SUBSTITUTED. POSITIONS WITH FULL DESCRIPTIONS ARE THOSE MOST RECENTLY POSTED.

ARTS AND SCIENCES

Specialist: Nancy Salvatore

BUSINESS ADMINISTRATOR III/IV (10513NS) Responsible for personnel/payroll for department; assist in preparation of research proposals; prepare budgets, monthly reports and close-outs of research grants; budget and monitor service center activity. **Qualifications:** BA/BS, preferably in accounting, business or equivalent; knowledge and experience with computerized accounting and managerial administrative software packages; thorough knowledge of area/department and University policies and procedures (e.g. University accounting system and Human Resource policies and procedures) preferred; **BAIII** requires 3 yrs. exp. in acctg., bus. admin. or equivalent; **BAIV** requires 4 yrs. exp. in acctg., bus. admin. or equivalent and supervisory exp. pref. **Grade:** P4/P5; **Range:** \$26,200-34,100/\$28,800-37,600 1-5-96 Chemistry **RESEARCH SPEC., JR** (12688NS) In research laboratory, assist Principal Investigator in experiments involving neurogenetics of *Drosophila*; perform experiments in genetic crosses, screening and coring of sectioning and staining; mutant analysis by molecular biological techniques and various DNA manipulations; other duties include data analysis, maintenance of *Drosophila* mutant stocks, preparation and storage of regents, ordering and maintenance of lab supplies and equip. **Qualifications:** BS/BA in Biology or Chemistry; lab exp. with genetics, molecular biology and microscopy desirable. **Grade:** P1; **Range:** \$19,700-25,700 1-3-96 Biology **RES. SPEC., JR** (12686NS) Carry out experiments examining the role of actin polymerization in locomotion & chemotaxis of neutrophilic neutrophils; utilizing human, rabbit & mouse blood cells, conduct biochemical assays of actin polymerization and cell biological assays of cell motility and cell morphology; operate fluorimeter, fluorescence microscope, electrophoresis apparatus and perform Western blots, protein purification, use expressive vectors. **Qualifications:** BS/BA and research lab exp. pref. with cells & cytoskeletal proteins; knowledge of basic cell biology, biochemistry & molecular biology; experience with microscopes, centrifuges, SDS gels, molecular biology, computer skills, protein biochemistry. **Grade:** P1; **Range:** \$19,700-25,700 1-3-96 Biology **OFFICE ADMIN. ASS'T II** (12687NS) Under limited supervision of Bus. Admin., process purchase orders, c-forms, journals, deposit slips; maintain database logbook & provide monthly reports using paradox software; perform necessary follow-up to keep accurate records of all expenditures; process weekly & work-study payroll; responsible for petty cash fund;

type memos & correspondences related to PO/C-forms/D-slips and other misc expenses; answer phone, run errands, provide backup for the dept sec'y.; **Qual.:** H.S. grad; two yrs. exp. at OAA I level or equivalent; thorough knowledge of clerical accounting office standards; computer skills (MSWord, Excel, Paradox); exp. in a business office pref.; excellent oral & written communication skills; team player. **Grade:** G10; **Range:** \$18,700-23,300 1-3-96 SAS Computing **BUSINESS ADMIN. III/IV** (12655NS) P4/P5; \$26,200-34,100/\$28,800-37,600 12-15-95 Romance Languages **COORDINATOR II** (10465NS) (*Minority candidates are especially encouraged to apply*) P2; \$21,700-28,200 10-12-95 CGS **COORDINATOR II** (12660NS) P2; \$21,700-28,200 12-18-95 African Studies Center **COORDINATOR II** (12668NS) P02; \$21,700-34,800 12-22-95 English Language Program **INFO. MANAGEMENT SPEC. I** (11589NS) P4; \$26,200-34,100 11-24-95 SAS Computing **INFO. SYSTEM SPEC. I** (11548NS) P3; \$23,900-31,000 11-8-95 SAS Computing **PROG. ANALYST II** (09318NS) P6; \$31,900-40,600 9-12-95 IRIS **ADMIN. ASS'T II** (12672 NS) G10; \$18,700-23,300 12-22-95 History **ADMIN. ASS'T III** (12661NS) G11; \$19,900-25,300 12-18-95 Chemistry **LAB ASS'T II** (10514NS) G8; \$15,700-19,600 10-31-95 Chemistry **OFFICE ADMIN. ASS'T I** (12654NS) (37.5 HRS) G9; \$18,321-22,929 12-15-95 Chemistry **OFFICE ADMIN. ASS'T III** (12635NS) G11; \$19,900-25,300 12-7-95 Folklore & Folklife

DENTAL SCHOOL

Specialist: Clyde Peterson

ADMIN. ASS'T I (40 HRS) (12636CP) (*Schedule: 8 a.m.-5 p.m.; possible Saturdays*) G9; \$19,543-24,457 12-8-95 Dental Care Ctr. **CLERK V (PRIMARY CARE UNIT GROUP)** (12643CP) (*Schedule: M-F, 9 a.m.-5:30 p.m.; variable*) G8; \$15,700-19,600 12-13-95 Clinic Management **DENTAL ASS'T I** (40 HRS) (07098CP) G7; \$16,571-20,686 7-24-95 Dental Medicine **DENTAL ASS'T I** (40 HRS) (10429CP) G7; \$16,571-20,686 10-5-95 Dental Care Center **RECEPTIONIST II** (12629CP) G6; \$13,600-16,700 12-6-95 Coleman Center **RECEPTIONIST, CLINICAL** (40HRS) (11556CP) G8; \$17,943-22,400 11-13-95 Dental Care Center **SCIENTIFIC EQUIP. STERILIZATION ATTENDANT** (10459CP) G5; \$14,286-17,486 10-11-95 IMS

ENGINEERING/APPLIED SCIENCE

Specialist: Clyde Peterson

ADMIN. ASS'T III (11579CP) Use SRS for viewing, assembling and printing of materials for faculty analysis; process undergraduate registration & related materials; maintain file system for 300+ students; familiar with course planning guide requirements in each curriculum to assist the undergrad Chair review curricula; maintain bioengineering manuals for programs; manage the scheduling of lab groups and make up/take home exams for undergraduates; perform secretarial support for assigned faculty in bioengineering; develop and maintain the department World Wide Web information (WWW); perform general administrative functions in support of the research and teaching mission of the department. **Qual.:** H. S. grad. or equiv. and related post-h.s. training or equiv.; minimum two yrs. exp. at AAIL level or comparable background, pref. in a university environment; thorough & comprehensive knowledge of office procedures, practices & methods pref.; familiarity with Macintosh computer & with software programs (Microsoft Word, Microsoft Excel, File-Maker Pro, ability to use MacDraw Pro); demonstrated ability to exercise considerable discretion in handling highly confidential information; excellent interpersonal & oral/written communication skills; excellent telephone skills; ability to coordinate multiple, concurrent projects, prior exp. programming/maintaining WWW. **Grade:** G11; **Range:** \$19,900-25,300 1-3-96 Bioengineering **SYSTEM PROG. II** (08055CP) (*Ongoing Contingent on Funding*) P7; \$35,000-43,700 5-17-95 CIS/IRCS **ADMIN. ASS'T III** (11579CP) G11; \$19,900-25,300 12-22-95 Bioengineering **OFFICE ADMIN. ASS'T III** (11534CP) G11; \$19,900-25,300 11-10-95 CIS/EE/IRCS **OFFICE ADMIN. ASS'T I** (11604CP) G9; \$17,100-21,400 11-30-95 Chemical Engineering

EXECUTIVE VICE PRESIDENT

Specialist: Nancy Salvatore/Susan Curran

DIRECTOR, INTELLECTUAL PROPERTY (12673NS) Manage intellectual property matters for the University; manage obtaining and maintaining intellectual property protection through external counsel; provide guidance and manage the prosecution of patents, copyrights, and trademarks; work with the managing director and fellow technology managers to develop overall strategy for commercializing the intellectual assets for the University. **Qualifications:** Advanced degree in life sciences; three yrs. experience in management of intellectual property; experience in patent prosecution of university research results in a law firm; excellent oral and written communications skills; requires an independent self-starter with strong work ethics. **Grade:** P11; **Range:** \$54,500-68,200 1-5-96 Center for Technology Transfer **DIRECTOR, START-UP BUSINESS DEVELOPMENT** (12674NS) Manage licensing intellectual properties to start-up companies; develop the business model and market these opportunities; work with fellow technology managers to develop and negotiate licenses and sponsored research agreements with start-up companies; cultivate relationships with potential licensees, venture capitalists, entrepreneurial managers and faculty. **Qualifications:** BA/BS pref.; experience in a start-up company in a business development capacity; three yrs. experience in developing commercialization strategies for technology-based business; experience in writing business plans, raising venture capital and recruiting management for development-stage business; expertise in entrepreneurial finance; track record of success in the venture capital community preferred; excellent oral and written communications skills; requires an independent self-starter with strong work ethics. **Grade:** P10; **Range:** \$47,400-59,200 1-5-96 Ctr. for Tech. Transfer **ASS'T COMPTROLLER II** (10530NS) P11; \$54,500-68,200 11-6-95 Comptroller's Office **ASSOC. DIRECTOR, INFO. SYSTEM** (11603NS) P11; \$54,500-68,200 11-29-95 Internal Audit **AUDITOR, SR. INFO. SYS.** (12632NS) P8; \$38,500-48,100 12-7-95 Internal Audit **AUDITOR, SR. INFO. SYS.** (12644NS) (12645NS) P8; \$38,500-48,100 12-11-95 Internal Audit

OPPORTUNITIES at PENN

AUDIT SPEC. (10502NS) P9; \$42,300-52,900 10-27-95 Internal Audit
DIRECTOR, FINANCE & INFO. SYS. (11614NS) P8; \$38,500-48,100 11-30-95 Business Services
MGR. ACCOUNTING OPERATION II (11609NS) P8; \$38,500-48,100 11-29-95 Comptroller's Office
PROG. ANALYST II (11561SC) P6; \$31,900-40,600 11-15-95 HRIM
SR. COMPENSATION SPEC. (09323SC) P6; \$31,900-40,600 9-11-95 Human Resource Services
ACCOUNTANT JR. (11592NS) G11; \$19,900-25,300 11-29-95 Comptroller's Office
ADMIN. ASS'T III (40HRS) (09341NS) G11; \$22,743-28,914 12-4-95 Executive Vice President
FINANCIAL SERVICES ASS'T II (11615NS) G10; \$18,700-23,300 12-1-95 Student Financial Services
SUPERVISOR II (PENNWALK SUPER.) (11608NS) G11; \$19,900-25,300 12-4-95 Public Safety

GRAD SCHOOL OF EDUCATION

Specialist: Clyde Peterson

ADMIN. COORDINATOR (12683CP) Administrative responsibilities for both the Center for Urban Ethnography (CUE) and the Cantor-Fitzgerald Center for Diversity Research in Education; also responsible for administrative activities to support director in his role as head of Educational, Culture and Society specialization including keeping track of students' official school paperwork; supervise secretary and other staff; work with multiple research associates and graduate assistants; monitor, manage, and coordinate budget transactions for both centers and research and action grants; liaison with business office and anti-defamation league; oversee ordering of supplies (clerical, video and computer) and facilities for video research laboratory; arrange for working conferences and visits by consultants and advisory board; oversee travel arrangements for staff; oversee student coordinator of annual student conference and Annual Ethnography in Education Forum; oversee preparation of proposals for research and action projects, including Interactive Archive Project; coordinate payroll for teachers in cooperative projects with the school district. **Qualifications:** BA/BS (or equivalent) required; master's preferred; 3-5 years previous administrative experience in an academic setting (or equivalent) preferred; previous experience in word processing (preferably Microsoft Word on Macintosh) and spreadsheet; excellent oral and written communication skills; attention to detail and ability to work with minimal supervision necessary; excellent interpersonal skills in dealing with diverse constituencies. **Grade:** P4; **Range:** \$26,200 - 34,100 1-4-96 CUE/C-FCDRE
ADMIN. ASS'T I/II (12681CP) Schedule and coordinate events/meetings; receive, distribute, and process information; compose standard forms and correspondence; type and proofread various materials; handle standard inquiries regarding policies and procedures; suggest and/or implement changes to standard procedures; establish and/or maintain record/filing systems; ensure adherence to established schedules; help coordinate graduate assistants in clerical duties; maintain financial records; assist in development of publications and grants. **Qualifications:** Completion of high school business curriculum and related post-h.s. training or equiv.; two years clerical and/or secretarial exp. or equivalent; (AA II: two years exp. at AA I level or comparable background.); Ability to work independently; proficiency with Macintosh word processing and desktop publishing is required; familiarity with Microsoft Word, Filemaker Pro, Pacemaker and network communication is desired; ability to type at least 45 WP. **Grade:** G9/G10; **Range:** \$17,100 - 21,400/18,700-23,300 1-3-96 Philadelphia Writing Project
SEC'Y IV (12682CP) Keep calendar for director; schedule meetings with students and faculty; responsible for filing and correspondence; open and screen mail; handle inquiries requiring some interpretation of policies/procedures; prepare proposals for research and action projects; assist with academic manuscript

preparation; assist administrator with budgets and with coordinating transactions with the Business Office; maintain current file of research and reprints; may supervise work lab; maintain mailing list; update bibliography file; assist administrative coordinator in daily tasks as well as special projects; operate standard office equipment and appropriate office automation equipment. **Qualifications:** Completion of high school business curriculum and some related post-h.s. training or equiv.; two yrs. previous secretarial experience; type at least 55 wpm.; exp. with word processing packages (preferably Microsoft Word on Macintosh) and office automation equipment; familiarity with academic publishing bibliographic formats, especially "Endnotes" desired; familiarity with spreadsheets desired; good oral and written communication skills. **Grade:** G9; **Range:** \$17,100 - 21,400 1-3-96 CFCBRE
ASSOC. DIRECTOR NCAL (08267CP) Blank 8-30-95 National Center on Adult Literacy
INFO. MANAGEMENT SPEC. I (10490CP) P4; \$26,200-34,100 10-20-95 GSE/Computing Resources
PROJECT COORDINATOR (08266CP) (On-going contingent upon grant funding) P4; \$26,200-34,100 10-2-95 Center on Adult Literacy
TECH. PSYCH. I (09394CP) (On-going contingent upon funding) G10; \$18,700-23,300 9-28-95 CHANGES/PED

GRAD SCHOOL OF FINE ARTS

Specialist: Clyde Peterson

P-T (ADMIN. ASS'T III) (28 HRS) (12637CP) G11; \$10,934-13,901 12-8-95 Landscape Architecture
P-T (OFFICE ADMIN. ASS'T I) (24 HRS) (12631CP) G9; \$9,396-11,758 12-7-95 Architecture

LAW SCHOOL

Specialist: Clyde Peterson

ANNUAL GIVING OFFICER II (11582CP) P5; \$28,800-37,600 11-22-95 Law Development
P-T (ADMIN. ASS'T II) (28 HRS) (05003CP) (On-going contingent on funding) G10; \$10,275-12,802 6-8-95 Institute for Law & Economics

MEDICAL SCHOOL

Specialist: Ronald Story/Janet Zinser

BUSINESS ADMINISTRATOR V (12662JZ) Develop strategic financial plans; develop and oversee department budgets; prepare reports and presentations and manage purchases and expenditures; manage budgets of core facilities; supervise staff of three office admin. ass'ts; prepare and administer annual budgets; review and analyze activities and manage databases; develop and manage computer systems, networks and databases; prepare and/or review equip. needs assessment; administer safety & security procedures; manage, interpret & implement policies related to payroll & personnel; coordinate academic related duties (faculty appointment & promotion, faculty salaries). **Qualifications:** BA/BS preferably in accounting, business or equiv. required; Master's degree desirable; five-seven yrs. exp. in acctg., business administration or equiv., incl. supervisory exp.; knowledge and experience with computerized accounting and managerial administrative software packages; thorough knowledge of School, Department and University policies and procedures (University acctg. system, policies & procedures and Human Resources policies & procedures) preferred; thorough understanding of academic issues, programs & organizations; excellent organizational & communication skills; demonstrated supervisory ability; ability to work independently. **Grade:** P6; **Range:** \$31,900-40,600 12-20-95 Genetics
CERTIFIED NURSE PRACTITIONER (12664RS) Open initial health histories; perform physicals, including adult & children; diagnose/ manage common medical conditions for adults/children; design assessment service for children; assess/manage real/potential health hazards for substance abuse clients; teach, counsel and assist clients in prevention of illness;

consult/ provide patient referrals; participate in research activities; provide educational conferences to clients. **Qual.:** Must be licensed registered nurse by PA board of Nursing; PA certified nurse practitioner required; family nurse practitioner with at least one yr. of clinical nursing experience in adult health beyond academic preparation; ANA certification preferred. (Ongoing contingent upon grant funding) **Grade:** P6; **Range:** \$31,900-40,600 1-5-96 Psychiatry
RESEARCH SPEC. II (12670RS) Perform fusions and hybridoma cloning; produce, purify and conjugate antibodies; perform immune assays; develop procedures for new services provide to users of Cell Center. **Qualifications:** BA/BS or MS in scientific field; three-five yrs exp. in similar project. **Grade:** P3; **Range:** \$23,900-31,000 1-5-96 Genetics
PSYCH TECH I (11595RS) Collect, code and analyze data; coordinate and implement research studies; provide general assistance to professional, research and clinical staff. **Qualifications:** Bachelor's degree in psychology or related field or equiv. in experience; office & research experience in psychology. **Grade:** G10; **Range:** \$18,700-23,300 11-30-95 Psychiatry
ASS'T MANAGER II (05057JZ) P2; \$21,700-28,200 5-18-95 Ophthalmology
CLINICAL SPEC. (11538RS) (End date: pending funding) P6; 31,900-40,600 11-9-95 Medicine/ Experimental Therapeutics
COORDINATOR III (12646JZ) P3; \$23,900-31,000 12-14-95 Biomedicine Graduate Studies
FISCAL COORDINATOR II (11620JZ) (End date: 12/31/97) P2; \$21,700-28,200 12-1-95 IHGT
INFO. SYS. SPEC. I/II (10512JZ) (End date: 6/30/98) P3/P5; \$23,900-31,000/\$28,800-37,600 10-30-95 IHGT
MANAGER VI (11619RS) (End date: 12/31/97) P7; \$35,000-43,700 12-1-95 IHGT
MEDICAL DEPARTMENT ADMIN. OFFICER (07053JZ) Blank 7-21-94 Rehab Medicine
PROG. ANALYST I (11581JZ) P4; \$26,200-34,100 11-22-95 Psychiatry
PROG. ANALYST III (10447JZ) P7; \$35,000-43,700 10-25-95 General Medicine
PROJECT MANAGER II (10445RS) P7; \$35,000-43,700 10-10-95 Cancer Center
REIMBURSEMENT ANALYST I (05104JZ) P6; \$31,900-40,600 9-8-95 Medicine/Billing
RESEARCH COORDINATOR (10442RS) P3; \$23,900-31,000 10-10-95 Cancer Center
RESEARCH COORDINATOR (11543RS) P3; \$23,900-31,000 11-7-95 Pathology & Lab Medicine
RESEARCH COORDINATOR, SR. (06006RS) P4; \$26,200-34,100 11-6-95 Radiation Oncology
RESEARCH INVESTIGATOR, SR. (11627RS) Blank 12-11-95 Pathology & Lab Medicine

Classifieds

FOR RENT

Very pleasant one-bedroom apartment at Hopkinson House (Washington Square, 6th & Locust Sts.) furnished, for period of 6 months, beginning about March 10, 1996. \$825/month. Phone: 898-4775.

Luxury Condo for rent. The Academy House - 3 BR (3rd BR converted into DR), 2.5 baths, 1550 sq. ft. Very high wrap-around corner floor, panoramic view of Delaware and bridges, doorman/concierge/porter, health club/pool/Jacuzzi/sauna, new appliances, central convenient location. \$1,985 (including all utilities)/month + s/d. Nonsmokers preferred. (215) 790-9798.

VACATION

Pocono Chalet, 3 bedroom, one bath. Near Jack Frost/BB. Firewood incl. \$350/weekend. (215) 573-9048.

WANTED

Housemate wanted. Female, to share 3-story house in Manayunk. W/D, yard, storage space. Non-smoker, no pets. \$275 including heat. (215) 482-6769.

Note: Classifieds are accepted and compiled at the offices of *The Compass*. Please call 898-8721 for rates and procedures.

OPPORTUNITIES at PENN

RESEARCH SPEC., JR. (10428RS) (End date: 10/31/97) P1; \$19,700-25,700 10-6-95 IHGT
RESEARCH SPEC., JR. (10488RS) P1; \$19,700-25,700 12-20-95 Genetics
RESEARCH SPEC. I (08206RS) P2; \$21,700-28,200 9-26-95 Medicine/Renal
RESEARCH SPEC. I (12649RS) P2; \$21,700-28,200 12-12-95 Dermatology
RESEARCH SPEC. II (10500RS) (Ongoing contingent upon funding) P3; \$23,900-31,000 10-26-95 Pathology & Lab Medicine
RESEARCH SPEC. III (08240RS) P4; \$26,200-34,100 9-7-95 Radiology
RESEARCH SPEC. III (11621RS) P4; \$26,200-34,100 12-11-95 Cancer Center
RESEARCH SPEC. IV (10496RS) P6; \$31,900-40,600 10-25-95 Microbiology
RESEARCH SPEC. IV (10509RS) (End date: 6/30/98) P6; \$31,900-40,600 10-30-95 IHGT
SYS. ANALYST II (05026JZ) P7; \$35,000-43,700 5-10-95 Ophthalmology
ADMIN. ASS'T I/II (11567JZ) G9/G10; \$17,100-21,400/\$18,700-23,300 11-30-95 Surgery/HDSR
ADMIN. ASS'T II (40 HRS) (11594JZ) G10; \$21,371-26,629 11-30-95 Psychiatry
ADMIN. ASS'T III (37.5 HRS) (11596JZ) G11; \$21,321-27,107 11-30-95 Continuing Med. Educ.
CLINICAL RECEPTIONIST (40 HRS) (11540JZ) G8; \$17,943-22,400 12-8-95 Ophthalmology
OPERATOR, COMP COMP II (09353JZ) G10; \$18,700-23,300 9-19-95 CCEB
OPHTHALMIC ASS'T/OPHTHALMIC TECH CERTIFIED (40 HRS) (11570RS) G10/G11; \$21,371-26,629/\$22,743-28,914 11-16-95 Ophthalmology
OPHTHALMIC ASST CERT/TECH CERT (40 HRS) (12677RS) G10/G11; \$21,371-26,629/\$22,743-28,914 12-22-95 Ophthalmology
RESEARCH LAB TECH. III (40 HRS) (08174RS) G10; \$21,371-26,629 8-8-95 Anesthesia
RESEARCH LAB TECH. III (09311RS) G10; \$18,700-23,300 9-11-95 Psychiatry
RESEARCH LAB TECH. III (09310RS) (On-going contingent upon grant funding) G10; \$18,700-23,300 9-11-95 Pathology & Lab Medicine
RESEARCH LAB TECH. III (10475RS) (On-going contingent upon grant funding) G10; \$18,700-23,300 10-16-95 Pathology & Lab Medicine
RES. LAB TECH. III (11618RS) (On-going pending funding) G10; \$18,700-23,300 12-1-95 Ctr. for Sleep
SEC'Y, SR. (05083JZ) G11; \$19,900-25,300 10-26-95 Vice Dean for Education
SEC'Y TECH/MED (40 HRS) (11613JZ) G9; \$19,543-24,457 12-1-95 Surgery/Neurosurgery
P-T (COLLECTION ASST.) (08276JZ) G10; \$10,275-12,802 8-31-95 Ophthalmology
P-T (RESEARCH LAB TECH. III) (20-25 HRS) (10443RS) G10; \$10,274-12,802 10-10-95 Clinical Research Center
P-T (SCIENTIFIC EQUIPMENT STERILIZATION ATTENDANT) (20 HRS) (11622RS) G5; \$6,868-8,407 12-1-95 Cancer Center
P-T (SUPERVISOR SOM SECURITY UNIT) (22 HRS) (11597JZ) (Applicants pass a Police background security check; position considered essential personnel) (Schedule: Sun.-Sat., 8 p.m.-8 a.m.) G10; \$10,275-12,802 12-1-95 Arch. & Facilities Mgmt.

NURSING

Specialist: Ronald Story

ADMIN. ASS'T II (12685RS) Organizes the administrative aspects of the HIV Prevention Mothers and Sons research project including coding, entering and verifying data, assisting with data collection, preparing, editing and administering questionnaires and materials using the Macintosh computer; develops, organizes and maintains research data filing systems both hard copy and electronic; interprets standard policies and procedures in response to questions; coordinates office workflow to ensure optimal administrative functioning of the research office and its interface with other dept.s in the school and university and with the community; disseminates national HIV

curriculum materials, conducts appropriate follow-up and maintains contact with various national committees for Principal Investigator; schedules meetings, types correspondence, answers telephones, conducts literature searches, maintains supplies and equip. **Qualifications:** Completion of h. s. business curriculum and related post h. s. training or equiv.; BA/BS in health related field pref.; at least two yrs. work exp. at the AAI level or comparable background with two or more yrs. general work exp. with African American communities; thorough knowledge of office procedures, practices, computers and office equip.; excellent organizational skills with the ability to maintain a high standard of accuracy and attention to detail in processing and verifying research data; strong interpersonal skills in developing and maintaining relationships with research team and participants; self-starter with demonstrated initiative and responsibility; driver's license and/or access to car, proficient skill with Macintosh computers pref.; understanding of African-American culture and experience with culturally diverse populations desired; *both male and female minority candidates are encouraged to apply; ability to work some Saturdays* (End date: 9/30/2000) **Grade:** G10; **Range:** \$18,700-23,300 1-4-96 Nursing
SEC'Y IV (12684RS) Provides secretarial support for the HIV Prevention Mothers and Sons research project including compiling, coding, entering and verifying data using the Macintosh computer. Assists with data collection including preparing, assembling and administering questionnaires and materials for the project intervention sessions; organizes and maintains research data filing systems both hard copy and electronic; responds to standard inquiries regarding policies and procedures; types and proofreads correspondence and materials for mass mailings, answers telephones, conducts literature searches, copies and faxes materials as needed. **Qualifications:** Completion of high school business curriculum and related post-h.s. training or equiv.; BA/BS in health related field pref.; at least two yrs. work exp. at the Sec'y III level or comparable background with one or more years general work exp. with African American communities; knowledge of office procedures, practices, computers and office equip.; strong organizational skills; ability to maintain a high standard of accuracy and attention to detail in processing and verifying research data; strong interpersonal skills in developing and maintaining relationships with research team and participants; driver's license and/or access to car, proficient skill with Macintosh computers pref.; understanding of African-American culture and experience with culturally diverse populations desired; *both male and female minority candidates are encouraged to apply; ability to work on Saturdays* (End date: 9/30/2000) **Grade:** G9; **Range:** \$17,100 - 21,400 1-4-96 Nursing
COORDINATOR II (11607RS) P2; \$21,700-28,200 11-29-95 Nursing
INFO. MANAGEMENT SPEC. II (11580RS) P6; \$31,900-40,600 12-1-95 Nursing

PRESIDENT

Specialist: Susan Curran/Janet Zinser

ADMIN. ASS'T III (40 HRS) (11624SC) Handle reception area of President's Office; greet all visitors; answer multiple telephone lines; handle large volume of questions and inquiries; obtain needed information from other areas of the University; proofread daily correspondence and log out on tracking database; maintain correspondence files; order office supplies and maintain inventory; handle maintenance and service calls; receive and distribute all mail, packages and deliveries; provide administrative support to senior staff and to other members of the President's Office when needed. **Qualifications:** High school graduate required; BA/BS pref.; four-six yrs. exp. as a receptionist/administrative ass't. or secretarial equiv. required; knowledge of Penn and of issues of higher education strongly preferred; must be able to maintain strict confidentiality, must display great maturity and be tactful and skilled in managing delicate situations and coping calmly with a wide variety of people; must

be able to make sound professional judgments, be able to work independently while functioning as part of a team and be able to handle a high volume of work in a very fast-paced (and at times stressful) environment; excellent written and oral communication skills are essential, as are strong proofreading and typing skills; must be proficient with Macintosh computer systems and a variety of software, specifically: FileMaker Pro, MS-Word, Excel and Meeting Maker. **Grade:** G11; **Range:** \$22,743-28,914 12-4-95 President's Office
ADMIN. ASS'T III (40 HRS) (11623SC) Read, route, assign and process presidential mail for appropriate action or response; follow-up daily to ensure responses are completed in a timely manner; respond to routine correspondence; proofread prepared correspondence; log mail and correspondence into tracking database; maintain archives of speeches and media clippings; provide research and admin. support to senior staff and backup other members of the President's Office when needed. **Qualifications:** H.S. grad. required; BA/BS pref.; four-six yrs. progressively responsible admin. ass't exp. or equiv. required; knowledge of Penn and issues of higher ed. strongly pref.; must be able to maintain strict confidentiality, must display maturity, make sound professional judgments, be able to work independently while functioning as part of a team and be able to handle a high volume of work in a very fast paced (and at times stressful) environment; excellent written and oral communication skills are essential, as are strong proofreading and typing skills; must be proficient with Macintosh computer systems and a variety of software, specifically: FileMaker Pro, MS-Word, Excel and Meeting Maker. **Grade:** G11; **Range:** \$22,743-28,914 12-4-95 President's Office
ASS'T DIRECTOR IV/ASSOC. DIRECTOR V (12653JZ) P5/P7; \$28,800-37,600/\$35,000-43,700 12-14-95 Development & Alumni Relations
ASSOC. DIRECTOR INDIVIDUAL GIFTS (09366JZ) P7; \$35,000-43,700 9-21-95 Dev. & Alumni Rels.
ASSOC. EXEC. V.P. MED. CTR. DEV. (05044JZ) Ungraded; Blank 5-15-95 Medical Ctr. Dev.
DEVELOPMENT OFFICER II (07082JZ) P10; \$47,400-59,200 7-19-95 Dev. & Alumni Relations
DIRECTOR ALUMNI RELATIONS (09309JZ) P11; \$54,500-68,200 9-7-95 Dev. & Alumni Relations
DIRECTOR DEVELOPMENT RESEARCH (11585JZ) P8; \$38,500-48,100 11-22-95 Development & Alumni Relations
DIRECTOR, UNIVERSITY COMMUNICATIONS (10473SC) Blank 10-18-95 University Relations
EDITOR, ALUMNI MAGAZINE (11572JZ) P9; \$42,300-52,900 11-16-95 Dev. & Alumni Relations
EXECUTIVE DIRECTOR, RESOURCE, PLANNING & BUDGET (09344SC) Ungraded; Blank 9-14-95 Office of the President
PROG. ANALYST I (08194JZ) P4; \$26,200-34,100 8-11-95 Development & Alumni Relations
PUBLICATIONS DESIGN SPEC. (10449JZ) P5; \$28,800-37,600 10-10-95 Dev. & Alumni Rels.
SENIOR WRITER (11584JZ) P7; \$35,000-43,700 11-22-95 Development & Alumni Relations
STAFF WRITER II (04062JZ) (Two Writing Samples Must Accompany Application) P3; \$23,900-31,000 4-24-95 Development and Alumni Relations
ADMIN. ASS'T I (11573JZ) G9; \$17,100-21,400 11-16-95 Dev. & Alumni Relations
ADMIN. ASS'T I (12652JZ) G9; \$17,100-21,400 12-14-95 Dev. & Alumni Relations
ADMIN. ASS'T II (03041JZ) G10; \$18,700-23,300 10-10-95 Dev. & Alumni Relations
ADMIN. ASS'T III (40 HRS) (11624SC) G11; \$22,743-28,914 12-4-95 President's Office
ADMIN. ASS'T III (40 HRS) (11623SC) G11; \$22,743-28,914 12-4-95 President's Office

PROVOST

Specialist: Clyde Peterson

ADMIN. ASS'T III (12675CP) Schedule and arrange meetings and extensive recruitment travel itineraries; represent University over the phone and through mail; meet, greet and talk with prospective students and their parents; extensive phone and mail contacts with college counselors and alumni committee members; compile and maintain reports and records; monitor regional recruitment budgets; coordinate and control flow of two region's application folders throughout candidate review process. **Qualifications:** High school

OPPORTUNITIES at PENN

graduate/equivalent; college preferred; two years experience at AA II level or equivalent; demonstrated ability to coordinate diverse activities and supervise work of others; prior experience in admissions work or university setting preferred; desktop computing experience essential, preferably on Macintosh; word processing (WordPerfect desired) and spreadsheet (Excel desired); applications experience required. **Grade:** G11; **Range:** \$19,900-25,300 1-3-96 Undergraduate Admissions

ADMIN. ASS'T III (12676CP) Schedule and arrange meetings and extensive recruitment travel itineraries; represent University over the phone and through mail; meet, greet and talk with prospective students and their parents; extensive phone and mail contacts with college counselors and alumni committee members; compile and maintain reports and records; monitor regional recruitment budgets; coordinate and control flow of three region's application folders throughout candidate review process. **Qualifications:** High school graduate/equivalent; college preferred; two years experience at AA II level or equivalent; demonstrated ability to coordinate diverse activities and supervise work of others; prior experience in admissions work or university setting preferred; desktop computing experience essential, preferably on Macintosh; word processing (WordPerfect desired) and spreadsheet (Excel desired); applications experience required. **Grade:** G11; **Range:** \$19,900-25,300 1-3-96 Undergraduate Admissions

ASS'T COACH I (07132CP) P3; \$23,900-31,000 7-28-95 DRIA

CHAPLAIN (08247CP) Ungraded 8-23-95 Provost's Office

INFO. SYS. SPEC. I (12659CP) (May involve some evenings or weekends hours) P3; \$23,900-31,000 12-19-95 CRC

JUDICIAL INQUIRY OFFICER (12665CP) P8; \$38,500-48,100 12-21-95 Provost's Office

PROG. ANALYST II (09365CP) P6; \$31,900-40,600 9-21-95 IRHE

RESEARCH SPEC. III (12667CP) P4; \$26,200-34,100 12-21-95 Museum

RESEARCH SPEC. IV (08303CP) P6; \$31,900-40,600 9-7-95 LRSM

SYS. ANALYST II (11558CP) P7; \$35,000-43,700 11-10-95 UMIS

SYS. PROG. IV (12633CP) P9; \$42,300-52,900 12-7-95 DCCS

TECHNOLOGY TRAININGSPEC. (06085CP) P5; \$28,800-37,600 6-21-95 Technology Learning Services

VICE PROVOST FOR RESEARCH (08248CP) Ungraded 8-25-95 Provost's Office

ADMIN. ASS'T III (11611CP) G11; \$19,900-25,300 11-29-95 University Libraries/Reference

AIDE LAB ANIMAL (40 HRS) (07016CP) (07017CP) (May include shifts other than M-F, overtime, weekends and holiday work) G5; \$14,286-17,486 7-10-95 ULAR

EDITORIAL ASS'T I (10461CP) G10; \$18,700-23,300 10-16-95 University Press

SEC'Y IV (11606CP) G9; \$17,100-21,400 12-6-95 Student Dispute Resolution Ctr./Judicial Inq. Office

TECH. ELECTRONIC III (03006CP) G11; \$19,900-25,300 3-3-95 DCCS

TECH. VET II (40HRS)(12658CP) (Work schedule: 7:30-4:30 p.m., may include weekends, holidays & overtime) **Grade:** G10; **Range:** \$21,371-26,629 12-21-95 ULAR

P-T (ADMIN. ASS'T I) (20 HRS) (10507CP) G9; \$9,396-11,758 10-27-95 Special Collections-University Libraries

P-T (PHOTOGRAPHER I) (20 HRS) (11605CP) G7; \$7,967-9,945 11-29-95 University Libraries-Fine Arts/Slide Collections

VETERINARY SCHOOL

Specialist: Nancy Salvatore

RESEARCH SPEC. I (12680 NS) Participate in an analysis of skeletal muscle and innervation structure and function in development and aging; involves

delivery of retroviruses to mouse skeletal muscle to accomplish somatic gene transfer, tissue sectioning, preparation and culture of primary cells, working with animals, immunohistochemistry, photography as well as more routine laboratory tasks such as preparation of physiological solutions, ordering and monitoring of animal breeding. **Qualifications:** BA/BS in biology or related area, one to three years of laboratory experience in skeletal muscle biology or related area and ability to work independently. **Grade:** P2; **Range:** \$21,700 - 28,200

1-3-96 Pathobiology
RESEARCH SPEC. JR/I (12671NS) Plan, perform, record, and interpret routine and specialized molecular genetics experiments; techniques include isolation, electrophoresis, and hybridization of DNA and RNA, polymerase chain reaction, mutation detection, and mammalian cell tissue culture; other duties include general laboratory maintenance, ordering, maintenance of computer databases, and assistance in protocol design and data analysis. **Qualifications:** BA/BS in Biology, chemistry, or equivalent with knowledge of molecular biology and mammalian cell culture techniques; ability to work independently and to interact with coworkers. Research Specialist I (in addition to the above), 1-3 years of molecular biology lab experience; ability to design experiments. **Grade:** P1/P2; **Range:** \$19,700 - 25,700/21,700 - 28,200 1-3-96 Clinical Studies

RESEARCH SPEC. I (08190NS) P2; \$21,700-28,200 8-11-95 Pathobiology

STAFF VETERINARIAN (07101NS) (Position in Kennett Square, PA; no public transportation) Blank 7-25-95 Clinical Studies-NBC

ADMIN. ASS'T II (11583NS) G10; \$18,700-23,300 12-6-95 Pathobiology

LAB ASS'T II (09327NS) G8; \$17,943-22,400 9-13-95 VHUP-CLM

RES. LAB TECH. III (40 HRS) (06040NS) (Position in Kennett Square, PA; no public transportation) G10; \$21,371-26,629 6-12-95 Clinical Studies/NBC

RESEARCH LAB TECH. III (40 HRS) (07100NS) (Position in Kennett Square, PA; no public transportation) G10; \$21,371-26,629 7-25-95 Clinical Studies-NBC

RESEARCH LAB TECH. III (10524NS) G10; \$18,700-23,300 11-1-95 Pathobiology

SEC'Y V (11532NS) G10; \$18,700-23,300 11-7-95 Small Animal Hospital

TECH. VET. I/II (40 HRS)(09328NS)(Schedule: rotating/nights/weekends) G8/G10; \$17,943-22,400/ \$21,371-26,629 9-13-95 VHUP

VICE PROVOST/UNIVERSITY LIFE

Specialist: Clyde Peterson

ASS'T MANAGER RADIO STATION (0101CP) Plan and supervise all fund-raising activities, including membership, corporate and major donor programs; supervise professional fund-raising staff; create budgets, develop benchmarks to measure staff; manage special event fund-raising; supervise volunteer coordinator with other senior staff; develop strategic plans and participate in overall station management. **Qualifications:** BA/BS; at least four yrs. of direct fund-raising req.; exp. in direct mail & telemarketing fund-raising; track record raising gross annual membership revenue of \$ 500,000 familiarity with direct mails' telemarketing techniques; ability to represent WXPN effectively; good public speaking skills. (End Date: 12/31/96) **Grade:** P6; **Range:** \$31,900 - 40,600 1-3-96 WXPN

ASS'T DIRECTOR RESIDENTIAL MAINTENANCE (07043CP) (End date: 6/30/97) P6; \$31,900-40,600 7-13-95 Residential Maintenance

DIRECTOR, FRATERNITY & SORORITY AFFAIRS (12651CP) P8; \$38,500-48,100 12-13-95 VPUL

UPWARD BOUND COUNSELOR (12650CP) (Work schedule: Tuesday-Saturday)(End date: Grant supported, ongoing continuation contingent on funding) P3; \$23,900-31,000 12-13-95 Department of Academic Support

SEC'Y IV (08202CP) G9; \$17,100-21,400 8-14-95 Academic Support

WHARTON SCHOOL

Specialist: Janet Zinser

INFORMATION MANAGEMENT SPEC. II (12678JZ)

Provide system administration and technical support for local area network products and operating systems in support of management department research and instruction; install, administer, maintain and support a heterogeneous network of Hewlett Packard Network servers with Gateway 2000 Personal Computers and Macintosh client workstations; identify, procure, install, test and support operating systems, operating system patches and third party software; evaluate new hardware and software products; train and supervise a help desk staff or part-time student employees; manage system and network resources as well as maintain security; provide local and network access to data and application programs. **Qualifications:** BA/BS degree or equivalent in Computer Science or related field; five years advanced experience in Novell Network systems installation, administration, maintenance, and support or equivalent; Novell CNE or equivalent; ability to develop, train and supervise a departmental help desk staff; excellent technical, interpersonal and written communication skills; expertise in DOS batch file programming and complex MS Windows configurations; experience in integrating heterogeneous hardware and software environments; ability to work independently as well as a member of a team; MS DOS, Novell Network, MS Windows, MS Windows NT, and MS Windows 95; Programming and customization experience with MS Word for Windows, WordPerfect, MS Excel, MS PowerPoint, Novell LAN Workplace, Access, Lexis/Nexis, and Lotus Freelance; hardware maintenance experience with PC and Macintosh workstations and peripherals. **Grade:** P6; **Range:** \$31,900 - 40,600 1-3-96 WCIT

RECEPTIONIST III (40 HRS) (12679JZ) Answer telephones and greet visitors to four of six of the External Affairs departments; maintain office communication systems; schedule and maintain divisional calendar; open and close suite; maintain kitchen; maintain office supplies and general office equipment; assist with word processing; assist in department/divisional projects. **Qualifications:** High school graduate; two years general clerical or receptionist experience in an office section or equivalent; knowledge of an academic environment preferred; excellent telephone and oral; written communications skills required; knowledge of word processing and calendaring software a plus. **Grade:** G8; **Range:** \$17,943 - 22,400 1-3-96 Development Services

DIRECTOR VII (11535JZ) P10; \$47,400-59,200 11-8-95

INFORMATION SYSTEMS SPECIALIST I (12638JZ) P3; \$23,900-31,000 12-11-95 WCIT

MAJOR GIFT OFFICER I/II (11549JZ)(11550JZ) P7/P8; \$35,000-43,700/\$38,500-48,100 11-10-95 External Affairs

PROGRAMMER ANALYST I/II (09354JZ) P4/P6; \$26,200-34,100/\$31,900-40,600 9-19-95 WCIT

PROGRAMMER ANALYST II (09387JZ) P6; \$31,900-40,600 9-28-95 Statistics

PROGRAMMER ANALYST I/II (10528JZ) P6/P7; \$31,900-40,600/\$35,000-43,700 11-8-95 WCIT

TECHNICAL WRITER (09417JZ) (Final candidates may be asked to submit a writing sample) P6; \$31,900-40,600 10-4-95 External Affairs

TECH. WRITER/EDITOR (09419JZ)(Final candidates may be asked to submit writing sample) P8; \$38,500-48,100 10-4-95 Deputy Dean

ADMINISTRATIVE ASSISTANT II (12630JZ) G10; \$18,700-23,300 12-5-95 Finance

EXECUTIVE SECRETARY (N/E) (40 HRS)(12628JZ) G12; \$25,371-32,686 12-5-95 Dean's Office

OPERATOR, DUPLICATING MACHINE IV (10529JZ) (No vacation will be approved during August, September, December and January) (Overtime is a requirement of this position) (Work schedule: 5 p.m.-1 a.m.) G10; \$18,700-23,300 11-3-95 Wharton Reprographics

LIMITED SERVICE (AUDIO VISUAL TECHNICIAN I/II) (07105JZ) G10/G11; \$18,083-22,532/\$18,945-24,085 12-8-95 Classroom Support Services

P-T (ADMINISTRATIVE ASSISTANT I) (25 HRS) (11616JZ) G9; \$9,396-11,758 12-1-95 Wharton Communications

Snowcare: Child Care for Penn Families on Snow Days

Penn is offering a new Quality of Worklife (QOWL) program, Snow Day Child Care, designed to provide Penn faculty and staff with a child care option when schools are closed due to inclement weather. The pilot program, which begins January 15 and runs through March 29, will provide high-quality child care for children between the ages of three months through 12 years. The program offers 60 spaces for school age children (5-12 years), and five spaces for infants to pre-school age children (3 months-4 years).

"We have focused the pilot program primarily on school-aged children, in the expectation that this is where the greatest need would be," said Marilyn Kraut, Quality of Worklife Program Coordinator with Penn's Division of Human Resources. "This could change later if we find through the pilot program that there is a need for more spaces for pre-school age children."

The program, which is available to full- and part-time faculty and staff at Penn, will operate on days when Philadelphia County public schools are closed for the day due to inclement weather, unless the University has closed due to weather conditions. Parents do not have to be Philadelphia residents to participate.

School age children will be cared for at the Parent Infant Center, (PIC) a licensed day care center located at 4205 Spruce St. that already serves many Penn families through its full-time child care programs and after-school care.

Pre-school age children will attend Penn Children's Center (PCC), a licensed full-time child care center accredited by the National Association for the Education of Young Children. PCC, located at 4201 Spruce St., is owned by Penn and operated by the Department of Business Services.

Parents are required to call the provider to register for a space between 6 a.m. and 8 a.m. on the morning the care is needed; spaces will be offered on a first-call, first-served basis. The cost per child is subsidized by the University on a sliding scale based on the parents' Penn salary (see table below).

The impetus for the program, Ms. Kraut said, was the severe winter two years ago, in which schools were closed for days at a time. "That winter was so hard on everyone," she said. "There was great interest in this kind of service on the part of our faculty and staff. We responded to this expressed interest by investigating options for snow day child care. The challenge for us in developing this program is that intermittent, mixed age child care is the most demanding, sophisticated care provided. It requires great expertise, and we've made sure that the people providing it are the most qualified."

"The mission of Penn's QOWL program is to assist faculty and staff with their efforts to manage the competing demands of work and personal life needs. These competing demands are magnified on bad weather days. We wanted to design a program that would address the extreme challenges of this situation. We feel that Snow Day Child Care meets this goal." This winter proves that this service is needed.

Enrollment is required prior to registering for the first day of Snow Day Child Care use. Parents can receive an enrollment packet by returning an Enrollment Packet Request Form to Human Resources—Quality of Worklife, 3401 Walnut St., Suite 527A/6228, or to the Job Information Center in the Penn Information Center, Funderberg, 3401 Walnut St., ground floor, between 9 a.m. and 1 p.m. weekdays. Brochures containing Enrollment Packet Request Forms are being sent via intramural mail to all eligible Penn faculty and staff.

For more information on the Snow Day Child Care, e-mail the Quality of Worklife Coordinator in Penn's Division of Human Resources at kraut@a1.benhur.upenn.edu.

Fee Schedule

Everyone pays a \$5 annual fee to enroll in the program (by check, made out to the Trustees of the University of Pennsylvania). The University has paid for all set-up costs and is subsidizing the cost of care on a sliding scale based on your Penn salary as follows:

Type of Care (Actual Cost of Care—Per Child/day)	Faculty/Staff Salary		
	<\$25,000	\$25-50,000	>\$50,000
School Aged Care (\$30/day)	\$10	\$15	\$30
Pre-School Care* (\$45/day)	\$15	\$30	\$45

* Pre-school costs are more expensive due to the lower ratio of children to caregivers for this age group.

You identify the appropriate amount to pay for care (based on your Penn salary) and indicate this amount on your enrollment form. At the end of each day of care, you pay this amount directly to the Center by cash or check made out to the Center.

—Phyllis Holtzman, News & Public Affairs

Phonebook Corrections by January 23

Currently Business Services is working on the supplement to Penn's Faculty/Staff 1995-96 Telephone Directory. Please send any additions and changes in the white pages (individual listings) and yellow pages (departmental listings) by Tuesday, January 23, 1996 to the address below. You may submit entries for the green pages, but they will not be in the supplement.

Banoo Karjania/Nichelle Davis,
Telephone Directory Section,
Business Services, Suite 440A,
3401 Walnut/6228, Fax: 898-0488.

If you have any questions, call 898-5227.

—Nichelle Davis, Business Services

PFSNI Listserver

Penn Faculty and Staff for Neighborhood Issues has a new way for people to let their voices be heard in community improvement efforts: a new listserver. To join: send e-mail to listsrv@mec.sas.upenn.edu, leaving the subject heading blank, but include the message: subscribe pfsni. To send messages, e-mail pfsni@mec.sas.upenn.edu.

PFSNI is a network of Penn faculty and staff who live in zip-code areas 19104, 19143, 19131, 19139 and 19153, cooperate to improve the neighborhoods near Penn west of the Schuylkill River, and encourage the Penn administration and Board of Trustees to do the same.

—Lynn Lees, PFSNI Steering Committee

Update

JANUARY AT PENN

CONFERENCE

20 Wharton Physician Leadership Program; Steinberg Conference Center; info: 898-4748 (Leonard Davis Institute-Aresty Institute Health Care Executive Management Program).

EXHIBIT

Now

Landscape Transformation; works by Landscape Project Planner Kathryn Kester Lundgren (MLA '83) and environmental designer and sculptor Adam Kuby (Col '83); Burrison Art Gallery, Faculty Club. *Through February 2.*

FITNESS/LEARNING

17 Buddhist Meditation Practice; theme, Prajnaparamita: Mother of the Buddhas; chairs and Zen benches provided; all faiths welcome; 1 p.m.; Christian Association Chapel. *Meets Wednesdays through May 8.*

TALKS

15 Implications of Simple Optimal Design and Operation; Sten Bay Jørgensen, Technical University of Denmark; 3:30 p.m.; Room 337, Towne Building (Chemical Engineering).

16 The Social Utilization of the Religious Text in Late Antiquity and the Middle Ages, 10 a.m. and *The Problem of Reading Within Jewish and Christian Civilizations,* 12:45 p.m.; Brian Stock, University of Toronto, 420 Walnut St. (Center for Judaic Studies). For reservations: 238-1290.

17 Growth Factor and Neurotransmitter Regulation of Immediate Early Gene Transcription; Michael Greenberg, Children's Hospital of Boston; 4 p.m.; Grossman Auditorium, Wistar Institute (Wistar).

18 Insulin-Regulated Vesicular Trafficking and the Control of Glucose Transport; Morris Birnbaum, medicine; 12:15 p.m.; Wood Room, John Morgan Building (Cell and Molecular Biology Graduate Group).

19 Environmental Protection in Pennsylvania: New Approaches, Attitudes, and Directions; Carol Collier, Pennsylvania Department of Environmental Protection; 12:15 p.m.; Steinberg Hall-Dietrich Hall (Institute for Environmental Studies).

Change of Endogenous and Exogenous Surfactant in the Airways; Machiko Ikegami, UCLA; 1:15 p.m.; Physiology Conference Room, Richards Bldg. (Respiratory Physiology Group).

23 No—A Radical View; Susan Silverton, dental school; 1:15 p.m.; Physiology Conference Room, Richards Building (Respiratory Physiology Group).

CANCELLATION

18 Managers' Role in Improving Clinical Performance in Health Care Organizations; 12-1 p.m. (Leonard Davis Institute) *Lecture cancelled.*

Deadlines: The deadline for the weekly update is Monday, a week before the week of publication. The deadline for the February at Penn calendar is January 15. Deadlines for the full spring 1996 semester are on Almanac's home page (<http://www.upenn.edu/almanac>).

Call for Participation in February: Safer Sex Awareness Month

February has traditionally been HIV/AIDS Awareness Month at Penn. This year, the Office of Health Education (a division of the Student Health Service) is broadening its focus to include other sexual health concerns related to HIV/AIDS. These include other sexually transmitted infections (STIs) such as Chlamydia, Herpes, Genital Warts, and Hepatitis-B. Students who have these STIs become more at risk for HIV infection if their STI symptoms go untreated: blisters, sores, and other minor genital lesions present opportunities for infection by the virus which causes AIDS. In addition, many students are carriers of STIs without realizing it: nationally, only 50% of all males with STIs (and 25% of all females with STIs) report symptoms which would prompt them to seek treatment.

With the support of student peer health educators in FLASH (Facilitating Learning About Sexual Health), the Office of Health Education is planning a series of awareness-raising events to promote safer sex and other strategies to reduce the risk of infection with HIV and other STIs. Included are FLASH workshops, free condom-giveaways, panel presentations, and video screenings. Free, anonymous HIV testing is available on-campus as well. For more information on specific events, please contact the Office of Health Education at 573-3525 or via e-mail: she@pobox.upenn.edu.

If you represent a campus group or office which wants to organize or co-sponsor an event for Safer Sex Awareness Month, your involvement is welcome and encouraged! Please use the above contact information to get involved in the planning.

—Kurt Conklin, FLASH Advisor, Office of Health Education

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Society in the campus report for **December 4 through 31, 1995**. Also reported were **Crimes Against Property, including 135 thefts (9 burglaries, 15 of autos, 33 from autos, 12 of bikes and parts); 14 incidents of criminal mischief and vandalism; 2 incidents of trespassing and loitering**. Full reports and a crime alert from January 3 are in this issue of *Almanac* on the Web (<http://www.upenn.edu/almanac/v42/n16/crimes.html>).—Ed

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **December 4 through 31, 1995**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Robberies (& attempts)—4, Simple assaults—4, Threats & harassment—7

12/04/95	3:05 PM	133 S. 36th St.	Assault
12/04/95	8:39 PM	Int'l House	Robbery by unknown person w/knife
12/05/95	9:58 AM	Rodney Dorm	Harassing phone calls received
12/06/95	4:01 PM	Speakman Dorm	Student vs. R.A.
12/07/95	8:47 AM	300 Blk. 38th	Robbery by unknown male
12/11/95	11:43 AM	E.F. Smith Dorm	Harassing e-mail messages received
12/11/95	3:01 PM	Caster Bldg.	Verbal threats received
12/11/95	6:27 PM	36th & Walnut	Threat
12/13/95	10:03 PM	Chestnut Dorm	Unwanted phone calls received
12/15/95	11:48 AM	Law School	Suspicious letter received via U.S. Mail
12/18/95	1:19 PM	Butcher Dorm	Harassing note left under door
12/19/95	1:13 PM	3714 Spruce St.	Assault between acquaintances
12/20/95	3:34 PM	Grad Tower Plaza	Wallet/contents taken by unknown person
12/21/95	3:51 PM	3409 Walnut St.	Guard struck in mouth
12/27/95	11:43 AM	Civic Ctr. Blvd.	Parking attendant robbed at gun point/cash taken

38th to 41st/Market to Baltimore: Sexual assaults—1, Robberies (& attempts)—3, Aggravated assaults—1, Simple assaults—2, Threats & harassment—3

12/04/95	11:20 PM	4000 Blk. Spruce	2 comps/2 males arrested/bb gun
12/06/95	5:25 PM	40th & Walnut	Assault
12/09/95	1:56 AM	3900 Blk. Walnut	Attempted robbery by females
12/10/95	10:31 PM	Van Pelt House	Unwanted calls received
12/15/95	12:12 AM	4029 Walnut St.	Resident making ethnic slurs
12/15/95	7:11 PM	40th & Spruce	Complainant struck in face by unknown suspects
12/15/95	7:27 PM	100 Blk. 39th	Robbery by juveniles
12/16/95	8:48 PM	4049 Spruce	Ongoing harassment
12/17/95	2:41 AM	4000 Blk. Locust	Robbery of cash
12/20/95	2:26 PM	3923 Walnut St.	Assault by unknown persons

41st to 43rd/Market to Baltimore: Robberies (& attempts)—4, Simple assaults—1, Threats & harassment—2

12/04/95	10:03 AM	42nd & Pine	Attempted theft of money
12/07/95	8:38 PM	4100 Blk. Ludlow	Jacket/Walkman & paycheck taken at gunpoint
12/17/95	2:49 AM	4100 Blk. Spruce	Male with knife demanded money/complainant fled
12/17/95	4:59 PM	4247 Locust	Vulgar messages left on answering machine
12/19/95	11:02 PM	4200 Blk. Walnut	Student assaulted by parking authority
12/25/95	5:52 PM	4251 Walnut	Robbery per PPD radio/gun displayed/money taken
12/28/95	5:47 PM	4136 Walnut	Obscene calls received

30th to 34th/Market to University: Simple assaults—2, Threats & harassment—2

12/07/95	9:37 AM	Bennett Hall	Unauthorized male harassing staff
12/13/95	11:17 AM	Rittenhouse Lab	Harassing phone calls received
12/15/95	10:16 AM	3401 Market St.	Complainant struck by snow ball
12/15/95	5:57 PM	Lot # 21	Driver struck bicyclist/bicyclist struck driver w/bag

Outside 30th to 43rd/Market to Baltimore: Simple assaults—1, Threats & harassment—2

12/06/95	3:09 PM	411 S. 40th	Male spit soda on complainant
12/07/95	12:38 PM	44 & Baltimore	Harassment
12/07/95	2:13 PM	Presby. Hospital	Hangman stick figure w/complainant's name on wall

Crimes Against Society

34th to 38th/Market to Civic Center: Alcohol & drug offenses—1

12/04/95	9:44 PM	200 Blk. 38th	Intoxicated driver arrested
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38th to 41st/Market to Baltimore: Disorderly conduct—1

12/27/95	4:57 PM	3900 Blk. Walnut	Disorderly male refused to leave/cited
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Emergency Closing Reminder

Penn's special information number: 898-MELT (6358) indicates the University's operating status. It is also announced on KYW News Radio (1060 AM), Philadelphia's official storm emergency center. Penn's emergency radio identification code numbers are "102" for day classes and schools/centers and "2102" for evening classes.

Free Cocaine Treatment at PennMed

Free, confidential help is available at PennMed for cocaine or crack users. The Alternatives in Cocaine Treatment Program is an individualized, comprehensive outpatient program for adults with cocaine problems who have used the drug within the last month.

Open from 9 a.m.-7 p.m., the program is located at 3600 Market Street and 3900 Chestnut Street. For more information or to arrange an appointment, call 662-2845 or 243-9959.

Quit Smoking Program

The Lung Center at the University of Pennsylvania Medical Center offers a comprehensive smoking cessation program. Held over four months, the eight sessions include behavioral and group therapy, as well as treatment options to help participants stop smoking immediately or in stages. For further information, call 662-3202.



Almanac

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WELCOME BACK

From the President

On Penn's *Agenda for Excellence*

Dear Colleagues:

Welcome back.

Almost too soon, the brief winter break for holidays and families brings us back to face the challenges and opportunities of a new semester. For most of us, the start of any new semester brings with it a special sense of opportunity, particularly, the chance to give new form and substance to our individual and collective futures.

This semester that special sense is particularly strong because the start of the new term coincides with the completion of work on Penn's vision of our collective future, *Agenda for Excellence*, which was published for comment here in *Almanac* last November (see *Almanac* November 21, 1995, pp. S1-S8). We appreciate the many thought-provoking comments we have received, which are now being discussed by the Academic Planning and Budget Committee (which includes faculty, undergraduate, and graduate student representatives). After consideration by the University's Trustees later this month, *Agenda for Excellence* will become the framework in which each of Penn's School's will either revise or develop its own strategic plan during the spring semester.

Thus, by the end of this academic year, Penn will have in place a coordinated series of strategic plans at both the School and University levels that will guide Penn to even greater eminence in the 21st century. No wonder the sense of formative possibility is particularly strong.

To some, the whole notion of strategic planning may seem to be merely a matter of imaging some ideal "self" we would like to be, but will never achieve. By contrast, I believe that good strategic planning requires much more than merely an exercise in articulating our most desirable institutional self-image. As in the major life choices of individuals, effective planning has also to be realistic and contextual. It must take full account of the internal resources and external conditions which inevitably define the choices and opportunities before us. Planning that simply compiles unrealistic wish lists, or merely identifies incremental improvements, defaults on the *strategic* opportunities and choices that will largely determine what Penn will look like ten, twenty, and fifty years from now.

Thus, *Agenda for Excellence* is an effort to identify the critical tasks that this University must undertake in the next five years to fulfill its most fundamental commitments—taking account of both our collective ambitions and desires and the resources and conditions that constrain our choices.

The consideration of an *Agenda for Excellence* and development of the School plans that will complete it mark a real and two-fold opportunity for Penn: first, to seize the strategic opportunity that exists for Penn as an institution to secure its role as one of the leading educational institutions of the 21st Century, and second, to resolve some of the most important challenges forced on all institutions of higher learning by the diminished economic resources available to us in the foreseeable future.

These opportunities cannot be successfully realized by any of us acting alone. Only the combined efforts of faculty, administrators, trustees, staff, and students can realize the vision of *Agenda for Excellence* and turn strategic possibilities into academic realities.

In each generation since World War II, Penn has successfully rallied to meet this sort of strategic challenge, going back all the way to the "Educational Survey" of the Harnwell years, the University Development Commission of the Meyerson administration, and "Choosing Penn's Future" during Sheldon Hackney's tenure. Remarkably, each of those strategic planning efforts shared a fundamental consistency of vision and direction which continues today with *Agenda for Excellence*. The *Agenda* builds on the foundations of the past to face a new and challenging future.

Central amongst its themes and strategic initiatives is the recognition that Penn can and should be an ambitious and aggressive institutional

competitor. This has not always been the case and may be an uncomfortable emphasis for some whose vision of academic life is shaped by different values and expectations. Yet, it is becoming evident that institutions that are not willing to compete aggressively—for the best students, for the best faculty, for private and public resources, for strategic institutional advantage—may fail to attract the human and financial resources needed to successfully accomplish their fundamental academic missions in the era of diminished resources that is now upon us.

Our task is to see not only that Penn competes aggressively and successfully with its peers, but that Penn competes on the right basis—on the basis of academic excellence in research and teaching. That is why a commitment to comprehensive excellence in every area of academic activity that defines Penn strategically is one of the central imperatives of *Agenda for Excellence*.

Competing successfully also requires that Penn's identity as an institution be more clearly defined and effectively presented than has sometimes been the case in the past. For many years, Penn has stressed the interaction of theory and practice as an essential and valuable feature of our academic programs, our campus life, and our intellectual style. Theory and practice are, as I said in my Inaugural Address, a part of Penn's "genetic material." Penn is deeply endowed with a commitment to education that is both intellectual and utilitarian. We desire to know and to teach, not only "why," but also "how."

As we all know, Penn has good and unique historical claim to the theme of theory and practice. From its very start, Franklin pushed for Penn to offer professional as well as scholarly studies. His famous statement, "learn everything that is useful, and everything that is ornamental," has since become a familiar institutional theme.

It has been Penn's willingness to acknowledge the claims of pragmatic considerations as well as to value the theoretical, the willingness to put our knowledge to work, and the willingness to learn new theoretical insights from practical experience, which have enabled Penn to be "first" in so many areas: the first American "university," the first American medical school, the first business school, the first journalism curriculum, the first institute for the study of anatomy and biology, the first psychology clinic, the world's first all-electronic digital computer, to cite only a few.

Today, as we move from the "modern," industrial societies of the 19th and 20th centuries, to the "post-modern," computer and information-based, global, society of the 21st century, this ability to span the continuum from fundamental to applied takes on even greater significance. The challenges of our "pragmatic" age cannot be adequately answered by pragmatism alone. Only theory and practice together can fully respond to the challenges of the 21st century.

Strategic commitments such as this, rooted in Penn's unique institutional history, yet timely chosen to respond appropriately to the mandate imposed on us by an era of diminished resources and social support, demonstrate the critical importance of the strategic planning process at this particular moment in Penn's history. Effective strategic planning requires us to make real commitments that will position Penn in relation to the external challenges and opportunities we face.

While profoundly consequential, such planning stimulates a powerful sense of direction, commitment, and identity from which we can all benefit. No wonder the sense of opportunity is so strongly felt.

I hope that each of you will feel a similar sense of propitiousness and possibility as you and your Schools engage in the next stage of setting out Penn's *Agenda for Excellence*.

